

STATE OF DELAWARE

OFFICE OF THE GOVERNOR

JOHN CARNEY
GOVERNOR

TATNALL BUILDING, SECOND FLOOR
MARTIN LUTHER KING, JR. BOULEVARD SOUTH
DOVER, DELAWARE 19901

PHONE: 302-744-4101

FAX: 302-739-2775

October 10, 2017

Mr. Jeff Bezos, CEO Amazon.com, Inc. 1200 12th Avenue South, Suite 1200 Seattle, WA 98144-2734

Dear Mr. Bezos:

For the last 20 years, you have strived to operate Amazon as a Day 1 company. Through times of unparalleled growth, you have maintained a culture of innovation, strategic decision-making, and long-term focus that has made Amazon a worldwide leader on the cutting edge of how technology is shaping our lives.

"How do you fend off Day 2? What are the techniques and tactics? How do you keep the vitality of Day 1, even inside a large organization?" These questions, posed in your most recent letter to Amazon shareholders, frame clearly the challenges that companies, as well as cities and states across the country, face every day as they strive to grow and succeed in a rapidly changing global economy.

The answer is not simple. But, like you, I recognize that we must remain focused on and driven by the needs of customers. As Governor of the State of Delaware, my customers are the Delawareans and businesses that call our state home, and expect me to make Delaware an even more special place to live, work, and play.

There is no other place where Amazon's HQ2 would make a bigger difference on its local community than Delaware. And we have the infrastructure, resources, and assets to make that decision possible.

In the following pages, you will find a detailed proposal that meets or exceeds all of the needs Amazon outlined in its RFP, while giving you options and the flexibility to grow and adapt as your customers demand.

Highlights include:

- Capacity: Delaware is able to offer both urban and suburban sites large enough to accommodate Amazon's entire growth projection, as well as an additional location with 500,000 square feet of turn-key office space that could include room to grow.
- Infrastructure: Delaware's prime location in the heart of the Mid-Atlantic corridor gives us unparalleled access to our region and the world. Interstates I-95 and I-495 run just minutes from either site. The Philadelphia International Airport is closer to Delaware's sites than most places in

Philadelphia. And regional rail, Amtrak, bus service, bike trails, and more would provide easy access to your headquarters.

- **Technology:** Delaware ranks among the best in the country for fast, reliable Internet connectivity, and we're poised to continue this trend to meet the technology needs of jobs in an innovation based economy.
- Quality of Life: Delaware's history, beautiful natural resources, vibrant arts scene and entertainment options are second to none, and they're available in communities with a cost of living that is a fraction of our surrounding states.

Delaware has been with Amazon since the beginning. We're proud to have been the state that Amazon chose to incorporate in in May 1996. And we have a long history of working together to build Amazon's first Delaware fulfillment center in New Castle and the most recent center in Middletown, which has helped transform the town into a job creator for thousands of Delawareans.

We can make this partnership even stronger. I believe that Delaware is the ideal location for Amazon's HQ2, and I look forward to the opportunity to discuss this possibility with you in even more detail. Thank you for your time and thoughtful consideration of our proposal.

Sincerely,

John C. Carney

Governor

State of Delaware

AMAZON HAS OPTIONS IN DELAWARE

THE FIRST STATE



SITES

CONNECTIONS
TO THE WORLD
HISTORY & DESTINY







MOBILITY
LOCATION
HOUSING &
RECREATION

CONTACT INFORMATION

CERRON CADE, DIVISION DIRECTOR | DELAWARE DIVISION OF SMALL BUSINESS, DEVELOPMENT AND TOURISM CERRON.CADE@STATE.DE.US | (302) 672-6809 DIRECT | (302) 983-4621 MOBILE

JOHN RILEY, CEO | DELAWARE PROSPERITY PARTNERSHIP

JSRILEY@DEPROSPERITYPARTNERSHIP.COM | (302) 477-7497 DIRECT | (302) 354-1835 MOBILE

AMAZON...

FIRST STATE CROSSING CLAYMONT, DELAWARE

SUBURBAN OPTION

- ▶ 20 miles to Philadelphia City Hall
- ▶ 13.2 miles, 27 minutes in peak commuter traffic to PHL-Philadelphia International Airport
- ▶ 0.35 miles to I-95 and I-495
- ▶ 0 miles to Route 92 (Naamans Road)
- ▶ Delaware 92 (Naamans Road) forms an important commuter route across extreme northern New Castle County as it joins U.S. 202 (Concord Pike) with Interstates 95 and 495 at Claymont.
- ► Claymont Train Station ON SITE
- ▶ DART Bus/Mass Transit
- ▶ 64.185 volume
- ▶ Zero (0) intersections within 0.5 mile radius with a Level of Service greater than 55 seconds
- At site
- ▶ 425 Acres
- ▶ Planned
- ► Planned/Build to Suit
- Utilities in place
- ► Current zoning includes OFFICE
- ▶ 2.24 Violent Crimes per 1,000 people within 50 mile radius;
- ► 15.52 Property Crimes within 50 miles radius
- National rates: 3.75 Violent Crimes per 1,000 people; 24.22 Property Crimes per 1,000 people
- ▶ Fiber: Delaware has repeatedly been recognized in Akamai's annual report on the internet for being the state with the fastest average speed (25.2 Mbps); up 19% from last year. In fact, Delaware is one of only two places in the entire nation that currently surpasses the FCC's 25 Mbps broadband threshold.
- ► **Cell Phone Coverage:** Delaware is a national leader when it comes to cell phone coverage, scoring a 96 out of 100. Coverage from AT&T, Verizon and T-Mobile nearly perfect. Coverage from Sprint also quite strong.
- ▶ 3,934,538 in Labor Force within 50 mile radius
- ▶ 7,623,198 Population within 50 mile radius
- ▶ 1,962,485 Millennials within 50 mile radius
- ► Delaware Mean Average Wage for Software Developers (Occupational Code 15-1132) = \$48.22 versus National Mean Average Wage of \$50.14

HAS OPTIONS IN

SOUTH MARKET STREET WILMINGTON, DELAWARE

URBAN OPTION

- ▶ 27 miles to Philadelphia City Hall
- ▶ 23.3 miles, 43 minutes in peak commuter traffic to PHL-Philadelphia International Airport
- ▶ 1.4 miles to I-95 and I-495
- ▶ **0.3 miles** to Wilmington Train Station
- ▶ 9.7 miles to Claymont Train Station
- ► DART Bus/Mass Transit
- ▶ 31,480 volume
- ▶ 7 Intersections within 0.5 mile radius with a Level of Service greater than 55 seconds
- At site
- ▶ 79.02 Acres
- ▶ Planned
- ▶ Planned/Build to Suit
- ▶ Utilities in place
- ► Current zoning includes OFFICE
- ▶ 2.24 Violent Crimes per 1,000 people within 50 mile radius;
- ▶ 15.52 Property Crimes within 50 miles radius
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DELAWARE

1800 CONCORD PIKE WILMINGTON, DELAWARE

SUBURBAN OPTION/STAGING/CAPACITY FOR PHASE I & II

- ▶ 26 miles to Philadelphia City Hall
- ▶ 20.8 miles, 40 minutes in peak commuter traffic to PHL-Philadelphia International Airport
- ▶ 1 mile to I-95 and I-495
- ▶ 0 miles to Route 202
- ▶ **5.0 miles** to Wilmington Train Station
- ▶ **8.5 miles** to Claymont Train Station
- ► **DART Bus**/Mass Transit
- ▶ 50,746 volume
- ▶ Zero (0) intersections within 0.5 mile radius with a Level of Service greater than 55 seconds
- At site
- ▶ 82 Acres
- ▶ **500.000 SF** Available O4 2018
- ► Existing Structures/Former AstraZeneca Office Space
- ► Approved for up to 2,500,000 sq. ft. at site
- Utilities in place
- ► Current zoning includes OFFICE
- ▶ 2.24 Violent Crimes per 1,000 people within 50 mile radius;
- ▶ 15.52 Property Crimes within 50 miles radius
- National rates: 3.75 Violent Crimes per 1,000 people; 24.22 Property Crimes per 1,000 people
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SITE & BUILDING REQUIREMENTS

SITE & DUILDING NEQUINEMENTS	
SITE REQUIREMENTS	
PROXIMITY TO POPULATION CENTER	Philadelphia is the closest metropolitan city with at least 1,000,000 people.
PROXIMITY TO INTERNATIONAL AIRPORT	Daily direct flights to Seattle, New York, San Francisco/Bay area & Washington, D.C.
PROXIMITY TO MAJOR HIGHWAYS AND ARTERIAL ROADS	Close to major arterial roads to provide optimal access
ACCESS TO MASS TRANSIT	Direct access to rail, train, subway/metro, bus routes
PEAK TRAFFIC CONGESTION	Volume on Frontage Road
ACCESS TO BIKE TRAILS & SIDEWALKS	
ACREAGE	
BUILDING REQUIREMENTS	
INITIAL SQUARE FOOT REQUIREMENT	Phase I (2019): 500,000+ Sq. Ft.
TOTAL SQUARE FOOT REQUIREMENT	Beyond 2027: Up to 8,000,000 Sq. Ft.
INFRASTRUCTURE	
ZONING	
CRIME RATE IN SITE'S ZIP CODE	
CONNECTIVITY	
ACCESS TO LABOR FORCE	
AVERAGE WAGE COMPARISON	

AMAZON HAS OPTIONS IN DELAWARE

SITES **MOBILITY** HISTORY & **DESTINY CONNECTIONS** TO THE WORLD LOCATION

> HOUSING & **RECREATION**

SITES

Delaware offers an urban option that is quite compelling with mass transit at the site and a City of Wilmington poised to issue whatever permits you may need to get started. Delaware offers a suburban setting that has existing passenger commuter rail, funding in place for a new upgraded train station and over 400 acres of shovel-ready land that is being transformed from a legacy steel mill from the last century into with professional millennials from physicians a campus of innovation for the next one. And, we have another option for Amazon to consider. 500,000 square feet of turn-key office space is

available at 1800 Concord Pike, Wilmington, DE along with expansion capacity for Phase II and III. This campus site shares two buildings with AstraZeneca Pharmaceuticals and is adjacent to a major JPMorgan Chase Technology Center and Nemours/Alfred I. duPont Hospital for Children and less than 2 miles from DuPont Experimental Station. The community is bustling and research scientists to software development engineers, financial analysts, forensic accountants and lawyers.

HISTORY & DESTINY

Delaware is proud that Amazon chose Delaware as its Corporate home and for two east coast distribution and fulfillment centers. The original Certificate of Incorporation was filed with the Secretary of State on May 28, 1996. Delaware looks forward to helping Amazon to fulfill your destiny by building your Amazon HQ2 in Delaware, where your new executives, software development engineers and legal team are waiting to assist.

LOCATION

Delaware is strategically located in the heart of the busy Mid-Atlantic corridor. between New York and Washington, D.C., with 56 million residents, roughly onesixth of the nation's entire population. New York City, Washington, D.C., Philadelphia, and Baltimore are all within a 125 mile radius.



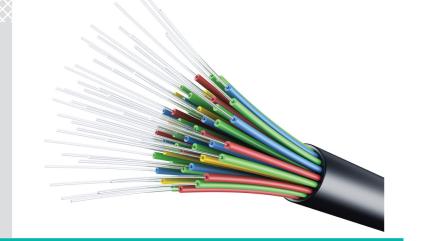


Delaware offers access to mass transit across all modalities. When you are traveling from around the world or across the U.S., we welcome you to book one of the many daily flights into or out of Philadelphia International Airport, which is just 15-20 minutes from Delaware's suburban sites and 25

minutes from the Joseph R. Biden, Jr. Wilmington Train Station in downtown Wilmington, Delaware. Additional commuter options include Regional Rail, Amtrak, DART Bus, Uber, LYFT, Bike/Greenway Trails and New Castle County's local Wilmington Airport (ILG).

CONNECTIONS TO THE WORLD

Akamai consistently reports Delaware as one of the fastest and most reliable Internet hubs, with abundant dark fiber capacity and average internet speed of 25.2 Mbps. Over 99% of Delaware's population is covered by 4G-LTE with outstanding coverage from AT&T, Verizon, T-Mobile and Sprint.



HOUSING & RECREATION

Delaware's low cost of living allows your team to choose an affordable housing option that is right for them. And when they're not in the office, they can enjoy the evening at concerts in one of more than a dozen venues, including the newly-renovated, LiveNation operated Queen Theatre. Or they can catch their favorite professional sports team in either Philadelphia or Baltimore



FEATURES

FIRST STATE CROSSING SITE



SOUTH MARKET STREET SITE



1800 CONCORD PIKE SITE



INCENTIVES



LETTERS OF SUPPORT



DELAWARE MEANS BUSINESS



CONNECTIVITY & UTILITIES



LOGISTICS



LABOR FORCE & WAGES



HOUSING



EDUCATION



CULTURE & DIVERSITY



COMMUNITY



SOURCES



SITE 1 FIRST STATE CROSSING

FIRST STATE CROSSING

CLAYMONT, DELAWARE

laymont is a suburb of Wilmington, in northern New Castle County, Delaware, approximately 20 miles from Philadelphia City Hall. The site consists of four parcels on 425 acres that affords Amazon the opportunity for redevelopment of this greenfield site. The buildings have been cleared and the property already has a Delaware Greenway Trail on the premises. The trail is being expanded and improved as it is moved away from the I-495 ramp

WORTH STEEL

WORTH STEEL

WORTH STEEL

FIRST STATE CROSSING

Community to support the steel mill. The area has a hometown feel where neighbors greet neighbors.

he site was originally put into service in 1917 by
Worth Steel Co. for making steel plate and pipe. In 1951, J.D.
Rockefeller's Colorado Fuel & Iron added Worth to its empire. Phoenix Steel Co. acquired the Claymont plant in 1960, followed by CitiSteel in 1988. Russian steel giant Evraz Group bought the Claymont plant in 2007.

The area developed from a primarily agricultural community in the mid-19th century into a suburban resort area for wealthy Philadelphia families, and in the early 20th century into an industrial working

The available 425 acres at

First State Crossing are comprised of four contiguous sites for a total of 7.59 million square foot build out, as shown below. This exceeds Amazon's Phase I requirement of 500,000 square foot and is planned development. With the addition of the nearby Tri-State Mall, the total build out space is 8.47 million square foot, exceeding Amazon's 8 million square foot needs for Phase III and beyond, and is planned with

the option of build to suit. This ample acreage will allow all HQ2 Campus buildings close proximity to each other for easy and quick transit between buildings. The area is both pedestrian and bike friendly. Even at full build out, the Campus buildings will be close enough to each other to offer a sense of place and community, while still having room to grow for additional Campus buildings, greenways, bike trails, and more.

First State Crossing is completely owned and controlled by a single corporate entity, with no state or local government control of the property.

SITE INFRASTRUCTURE

First State Crossing is conveniently located 0.35 miles from I-95, the main Interstate Highway on the East Coast, and I-495, a six-lane bypass of I-95 around the city of Wilmington. Additionally, the site is located on arterial Route 92, Naamans Road, which forms an important commuter route across extreme northern New

Castle County as it joins U.S. 202, Concord Pike, with Interstates 95 and 495 at Claymont.

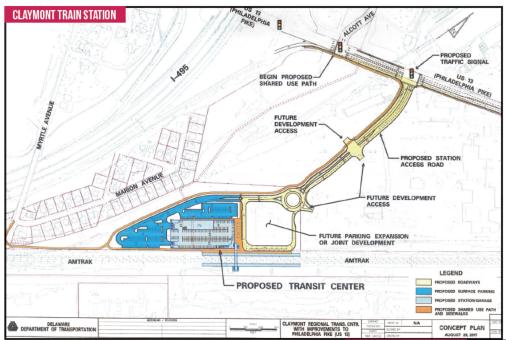
During peak commuting times, traffic volume is 64,185 with no intersections within 0.5 mile radius with a Level of Service greater than 55 seconds.

Philadelphia International Airport is 13.2 miles away, a short 27 minute drive in peak commuter traffic. Train travel via Amtrak is available 9.7 miles away from the Wilmington Train Station.

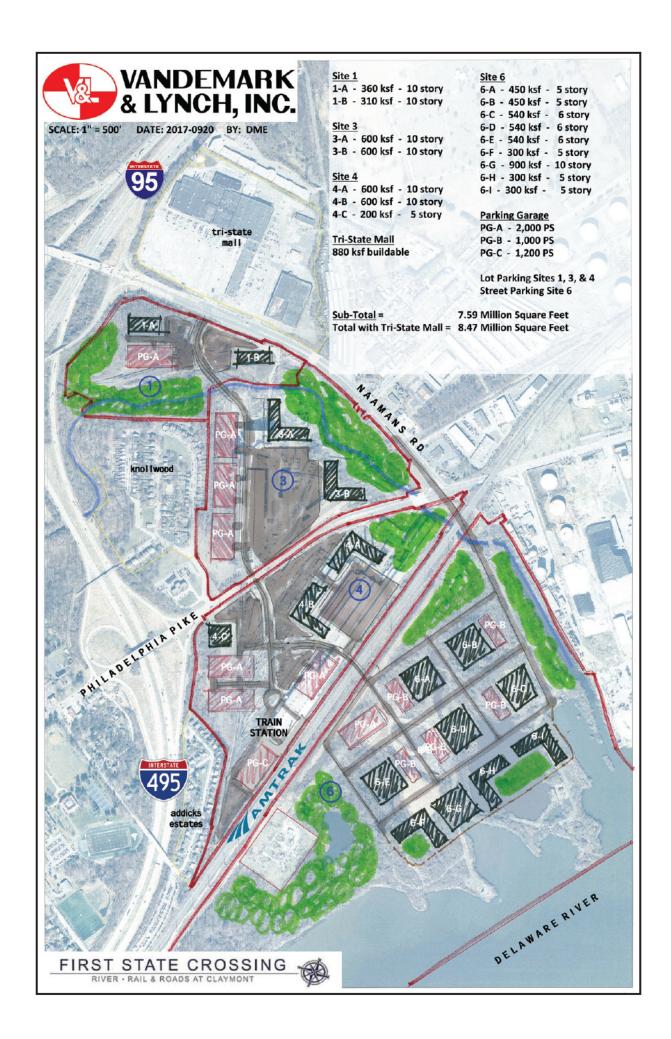
On site, the \$40 million Claymont Train Station is planned to open in 2020, giving commuters direct access to SEPTA trains to and from the Philadelphia metro area.

Interestingly, the site also has direct dock access on the Delaware River, less than nine miles via water to the Port of Wilmington.

First State Crossing is an exceptional fit for Amazon's HQ2, checking off all site requirements and core preferences.





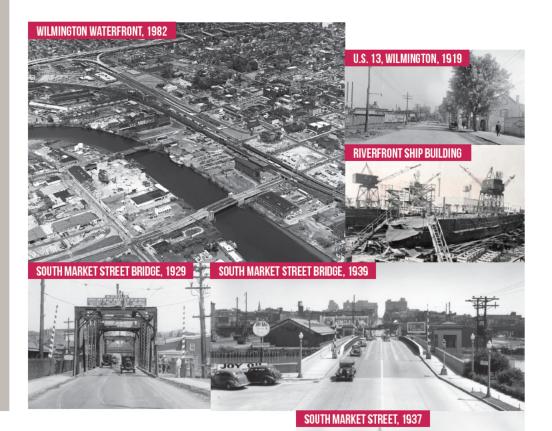


SITE 2 SOUTH MARKET STREET

SOUTH MARKET STREET

DOWNTOWN WILMINGTON, DELAWARE

outh Market Street in Wilmington offers an urban, downtown option for Amazon HQ2, similar to the Seattle Campus. The South Market Street location is 27 miles from Philadelphia City Hall. The site consists of 82 acres that affords Amazon the opportunity for redevelopment of this infill site. The preexisting buildings will be cleared, creating an open expanse between South Market Street to the south and the Christina River to the north and east.



BRIEF HISTORY OF WILMINGTON'S RIVERFRONT

hroughout the 18th century, the Christina River was an important way for farmers in northern Delaware and adjoining Maryland and Pennsylvania to bring their produce east to the Delaware River and the hungry metropolis of Philadelphia. Shipbuilding and ship repair have a long history in Wilmington, going back to when the Swedes settled in Wilmington in the late 1600s. In 1740, the first vessel for foreign trade, a brig named the Wilmington, was built at the foot of Market Street on the Christina. It is estimated that between 1726 and 1775, over 300 vessels

were built in Delaware shipyards.
After the nation was founded,
trade increased with regular
travel between Delaware and
points domestic and international.
Wharves were constructed along
the Christina to handle the export
and import of goods, and there
was regular scheduled service to
Philadelphia and other places on the
Delaware River.

In the first quarter of the 19th Century, cities throughout the world were industrializing, mills were producing more goods, and like many other places, Wilmington grew. By 1840, Wilmington had four new shipyards, specializing in wooden ships with the innovation of marine railways that could lift the boats out of the water. Local machinists brought their skill in steam engines and machine tools from Brandywine mills to the Christina and its shipyards.

Between 1845 and 1857, 35 iron hulled vessels were built in Wilmington, far more than any other American city, with several large companies dominating the Christina waterfront: Harlan and Hollingsworth, Pusey & Jones, Lobdell, and Jackson and Sharp. These companies manufactured diverse products: railroad cars and parts, ships of all sizes, large rollers for paper and textiles, and other machinery.

World War II brought a new burst of industry to the Christina Riverfront. Dravo received a number of orders for marine net tenders and caisson gates. Because of its skill in assembling barges, it was given the contract to build Destroyer Escorts (DE) and Landing Ship Tanks (LST) in 1941. Dravo expanded its shipyard, erected new office buildings and shops, and expanded its workforce from 700 to 10,500. By war's end in 1945, Dravo had launched 5 LSTs and 15 DEs from the banks of the Christina. Pusey & Jones also received orders for War production. Employment grew to 3,000, and Pusey & Jones built 18 C1-A passenger cargo vessels. Because of the size of the C1-A (longer than the river was wide), Pusey & Jones built the City's first broadside launching way.

AMAZON HQ2 ON SOUTH MARKET STREET

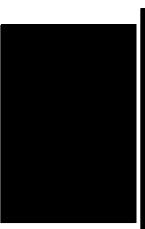
The 82+ acres on South Market Street are comprised of several contiguous lots with 3,500 feet of river frontage. The current zoning is W-4: waterfront and commercial for office, residential, and retail development. This prime downtown space exceeds Amazon's criteria for all phases of the HQ2 buildout, including the 8,000,000+ square feet desired. Even at full build out, the HQ2 Campus

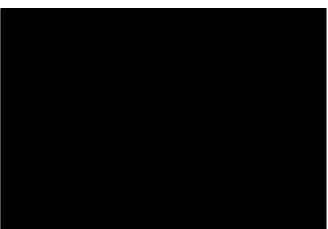
buildings will be close enough to each other to offer a sense of place and community with surrounding green spaces, Riverbend Plaza, a pedestrian bridge, Riverwalk, a neighborhood park, and bicycle and pedestrian routes throughout. There are a variety of blocks for programs and phasing flexibility, including residential, hotel, and retail.

SITE INFRASTRUCTURE

The **South Market Street** site has great regional access to I-95 and I-495, 1.4 miles away. The site is located on U.S. Route 13. Other arterial roads are less than one mile away to provide optimal access.

During peak commuting times, traffic volume is 31,480 with





- City of Wilmington Permitting Process is already the most expeditious in the region
- Committed to Expedited Review and Permitting for Amazon Phase I
- All Development Approvals can be achieved in 60 days from submission

See Who's Already Here:

- AAA
- Aetna
- Bank of America
- Wells Fargo
- Barclays
- JPMorgan Chase & Co.
- Capital One
- · United States Postal Service
- Chemours
- Christiana Care Health System
- Navient
- WSFS Bank
- Incyte
- Citi

seven intersections within a 0.5-mile radius with a Level of Service greater than 55 seconds. Philadelphia International Airport is 23.3 miles away, a 43 minute drive in peak commuter traffic.

walk from the nation's 9th busiest Amtrak Train Station with regional commuter service at the Joseph R. Biden, Jr. Wilmington Train Station. At full buildout, the train station is a mere 10 minute walk from the center of the Campus. The site is also served by regional and local bus routes. Additional mass transit options include Riverlink Ferry and proposed Campus shuttle bus.

location for Amazon's HQ2 to call home. By extending the city grid to south of the river, HQ2 will be the center of a vibrant new district in Wilmington and create urban vitality.

City of Wilmington Mayor's Letter of Support



MICHAEL S. PURZYCKI

October 5, 2017

Mr. Jeffrey Bezos Chairman, President, and CEO Amazon.com Inc. 1200 12th Ave. South, Suite 1200 Seattle, WA 98144-2734

Dear Mr. Bezos:

Wilmington wants Amazon and Delaware wants Amazon. Whatever combination of that works for you, works for us, because that's the way we operate here—collaboratively and effectively—to get things done for our city, our state and for the many businesses that call Delaware home. We would be honored to help you establish your new headquarters here in the state that started a nation.

Wilmington has a development-ready location set to go for the new Amazon headquarters situated along our beautiful Christina Riverfront. It is a mixed-use development site that reflects the urban fabric of our walkable city with access to bike trails and plenty of greenspaces. We will guarantee an expedited permitting and plans review process from start to finish. We have also presented a financial package in addition to what the State has offered.

Wilmington is home to a strong workforce that lives in our city or in the immediate area of our state and region. We are within easy commuting distance to three additional states (NJ, PA, MD), so Amazon employees can find the living situation that works best for their needs and the needs of their families. Amazon would have access to engineering, FinTech, and MBA talent at the University of Delaware and Philadelphia-area universities.

Wilmington is a proud transit hub in the region. Our city is easily accessible by two interstate highways (I-95 and I-495), an Amtrak train network that spans the northeast corridor and allows for convenient connections to New York and Washington, and Philadelphia International Airport which is just 20 minutes away. The New Castle County airport is just 8 minutes from Wilmington and caters to private jet travelers.

Selecting Wilmington would be WONDERFUL for you and us. If you select another part of our state, that too would be extremely beneficial for everyone. We believe in each other and support each other in Delaware. That's how we've produced such a stable and favorable business and tax

OFFICE OF THE MAYOR

LOUIS L. REDDING CITY/COUNTY BUILDING • 800 FRENCH STREET • WILMINGTON, DELAWARE • 19801-3537
WWW.WILMINGTONDE.GOV • PHONE: (302) 576-2100 • FAX: (302) 571-4102

Mr. Jeffrey Bezos October 5, 2017 Page 2

climate over the years. Our renowned Court of Chancery understands the world of business and issues fair and expedited decisions.

I understand that your family knows something about Wilmington from connections to Salesianum School and to other public officials in our state. I also want you to know that you won't find a more welcoming and caring city than Wilmington. We will embrace your company and your employees to create a solid Wilmington, Delaware, and Amazon partnership.

Sincerely

Mike Purzycki Mayor

Sunstan

Riverfront Development Corporation of DE Letter of Support



Amazon
Office of Economic Development
C/O Site Manager Golden
2121 7th Avenue
Seattle, WA 98121

The Riverfront Development Corporation of Delaware (RDC) is pleased to partner with the City of Wilmington and the State of Delaware on this response to the Amazon HO2 RFP.

The RDC was created in 1995 by the State of Delaware to oversee the development along the Brandywine and Christina Rivers, and is focused on creating economic vitality while enhancing the environment, encouraging historic preservation, and increasing public access. Through targeted and leveraged investments, RDC creates employment and residential development while promoting education, the arts, recreation and tourism.

Riverfront Wilmington has emerged as hot property for real estate development of all kinds. Dilapidated warehouses have been replaced with restaurants, shops, and a regional conference facility. Vacant historic buildings have been preserved and restored to serve as corporate headquarters for major employers such as AAA Mid-Atlantic, Capital One, Barelaycard USA, and Navient. A shoreline once strewn with litter and debris is now lush with native plantings. Crumbling parking lots have been converted into parkland and spacious gathering areas for concerts, festivals, and community celebrations. Every acre of the redevelopment area has undergone environmental improvements to accommodate revitalization efforts, enhance the landscape and restore the ecology. A scenic two mile Riverwalk, bike trails and new roadways are providing access to the once-hidden beauty of the meandering Christina River. Please visit our website at http://riverfrontwilm.com/rde-realizing-vision/ to view the transformation.

Riverfront Wilmington offers all the describable amenities of an urban setting combined with the quality-of-life benefits of a suburban office park. Companies are choosing to locate on the Riverfront for many reasons, including:

- The close proximity to transportation, with Interstate 95 and the Amtrak train station located within one mile of all Riverfront locations, and the Philadelphia International Airport less than a half-hour away;
- A population density that supports retail establishments as well as workforce requirements, with more than 6 million people residing within a 50 mile radius;
- Convenient amenities for employees, including numerous restaurants, shops and cultural attractions within easy walking distance;
- · A safe and clean environment, featuring roving security ambassadors and maintenance and staff;
- Ample surface parking;
- Plus all the excitement that accompanies a young and energetic workforce, the spirit of entrepreneurialism, and
 the pure enjoyment of living and working along a scenic riverfront.

Since the RDC's inception, almost \$400 million in public dollars has been invested in the redevelopment effort along the Christina River, primarily by the State of Delaware, with resources also from the City of Wilmington and New Castle County. This investment has leveraged over \$1 billion in private investment along the Riverfront.

We would welcome the opportunity to have Amazon call our Riverfront its home!

Cincoroly

Megan M. McGlinchey

SITE 3 1800 CONCORD PIKE

1800 CONCORD PIKE

Campus is located at 1800 Concord

Pike, in the suburb of
Wilmington, in northern
New Castle County,
Delaware, 26 miles from
Philadelphia City Hall.
With 79.02 acres, the
Fairfax Campus has been home to AstraZeneca's
U.S. headquarters for nearly two decades. In
June, 2017, AstraZeneca sold the property to local developer Delle Donne
Associates and leased back a smaller footprint of two buildings. The existing Campus buildings total over 500,000 square foot of office space, available in Q4 2018.

WILMINGTON, DELAWARE



his combination existing building, greenfield, and infill site offers Amazon the best of all world and opportunity for redevelopment of a prime location and magnificent existing campus just 26 miles from Philadelphia City Hall.

The available 79.02 acres at 1800 Concord Pike currently has four buildings, with two available in Q4 2018 and two occupied by AstraZeneca. The existing buildings' 500,000+ square foot availability meets Amazon's requirement for Phase I core requirements for capacity and planned development.

The office space can be retrofitted and expanded, both options being time and budget friendly due to the current configuration. Alternatively, the current buildings can be cleared, if Amazon so chooses.

Additionally, the owning entity of 1800 Concord Pike is willing and happy to discuss offering the site as a staging area immediately. With 500,000 square foot of office space available Q4 2018, it is possible to stage for up to 2,900 employees if a different, permanent site that cannot meet Amazon's expedited timeline is chosen.

The site, which has open space from leveled older labs, is approved for an additional 2.5 million square foot expansion, which is currently zoned to include office, to meet Amazon's core preferences of up to 2 million square foot building requirements for Phase II. Other nearby properties are available for additional considerable expansion for Phase III and beyond.

This spacious existing campus and contiguous acreage will allow all Amazon HQ2 buildings close proximity to each other. The area is both pedestrian and bike friendly and has close access to Delaware

Greenways, pathways that link and build communities while winding through some of the most beautiful scenery in Delaware. Even at full build out, the Campus buildings will be close enough to each other to offer a sense of place and community, while still having room to grow for additional Campus buildings, greenways, bike trails, and more.

1800 Concord Pike is completely owned and controlled by a single corporate entity, with no state or local government control of the property. Along with AstraZeneca, nearby corporate neighbors include JPMorgan, Nemours, and DuPont's Experimental Station.

SITE INFRASTRUCTURE

1800 Concord Pike is comfortably located 1 mile from I-95, the main Interstate Highway on the East Coast, and I-495, a six-lane bypass of I-95 around the city of Wilmington. Additionally, the site is located on arterial Route 202, Concord Pike, an important commuter route across extreme northern New Castle County.

During peak commuting times, traffic volume is 50,746 with no intersections within 0.5 mile radius with a Level of Service greater than 55 seconds.

Philadelphia International Airport is 20.8 miles away, 40 minutes

driving time in peak commuter traffic. Train travel via Amtrak and SEPTA is available 5 miles away at the Wilmington Train Station with direct access to the Philadelphia metro area, Washington, D.C., New York City, and points north, south, and west. The Claymont Train Station is 8.5 miles away with access to SEPTA transit.

1800 Concord Pike is an affordable, quick delivery, and virtual turnkey selection for Amazon's HQ2. The current campus, along with the planned expansion meets Amazon's core preferences and offers Amazon the ability to be on site on the preferred timeline.









INCENTIVES

STATE OF DELAWARE INCENTIVES

CASH INCENTIVE:

The State of Delaware's **New Economy Jobs Refundable Tax Credit** would provide Amazon with an estimated benefit of

The actual credit amount will vary based on the number of jobs created, salaries, employee withholding elections, and job locations. Credit payouts are directly tied to the timing of job creation, and are therefore dependent on Amazon's implementation schedule.



credits awarded to Amazon are fully refundable.

Delaware Code: http://delcode.delaware.gov/title30/c020/sc09/index.shtml

DELAWARE STRATEGIC FUND:

The **Delaware Strategic Fund** represents the primary funding source used by Delaware to provide customized financial assistance to businesses - for businesses considering locating in the State, grants may be provided to support the attraction of businesses that pay sustainable wages, with assistance terms that are negotiated specific to each firm's individual needs and situation.

Projects that require major capital investments representing targeted industries and creating new jobs with sustainable wages and benefits may qualify for cash incentives to offset major capital investments that are necessary for the new business expansion. The terms are negotiated specific to each firm's individual needs and situation.

WORKFORCE TRAINING GRANTS:

Delaware Department of State administers matching training grants for customized training. The workforce training grant can be used for various training initiatives throughout the year ranging from entry level to front-line supervisory training.

INFRASTRUCTURE INVESTMENT COMMITMENTS:

Twenty projects underway or in planning stages by the Delaware Department of Transportation and the City of Wilmington will lead to an investment of \$258 million over the next six years to make the City more responsive and accessible to the needs of its businesses and residents. The investments include \$165 million for the upcoming reconstruction of the I-95 Wilmington corridor.

Governor Carney and Mayor Purzycki have also announced the investment of nearly \$20 million for the construction and operations of the Wilmington Transit Center to serve as a new transportation hub for the city adjacent to the Biden Train Station on Walnut St. Additional projects include more than \$12 million in pedestrian and transit improvements throughout downtown that will improve access and commute times between Wilmington's residential neighborhoods and central business district.

The Governor, working in collaboration with Delaware's congressional delegation, helped earn the First State Crossing site a \$10 million federal grant from the U.S. Department of Transportation for the development

of a new train station on its property. The new, modern station, which will be complete by 2020, will cost a total of \$40 million. It will have easy access to both I-95 and I-495, enhance existing rail service between the surrounding community and center city Philadelphia, and

connect via walkable/bikeable paths to businesses located at First State Crossing.



NEW CASTLE COUNTY GOVERNMENT INCENTIVES:

TAX EXEMPTION:

For property acquired within New Castle
County's corporate limits, the New Castle
County Executive will propose to County
Council an ordinance exempting Amazon from
County taxes for any increase in assessed
valuation that may result from new construction
or renovation of existing property. He is
confident that County Council would approve
such an exemption without controversy;

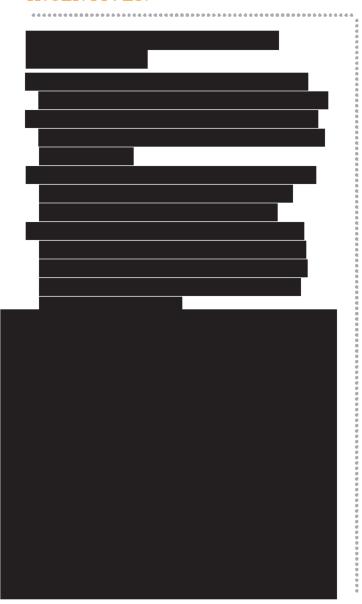
PERMITTING AND LAND USE:

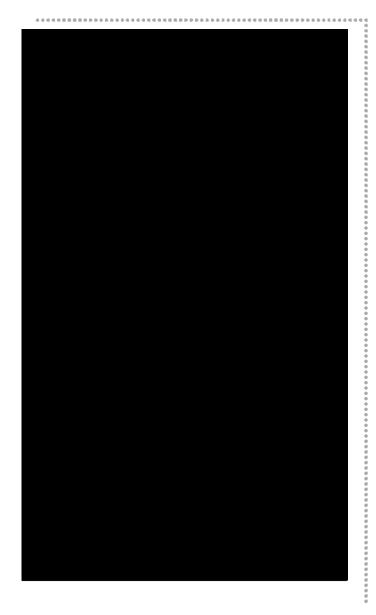
New Castle County is committed to expediting permit processing for Amazon. A recent County initiative scrutinizes the time from initialproposal to certificate of occupancy in days, and we will resolve swiftly and efficiently any zoning issues that may arise. Delaware will bring all the stakeholders around the table early and often to resolve potential issues honestly, transparently and efficiently; and

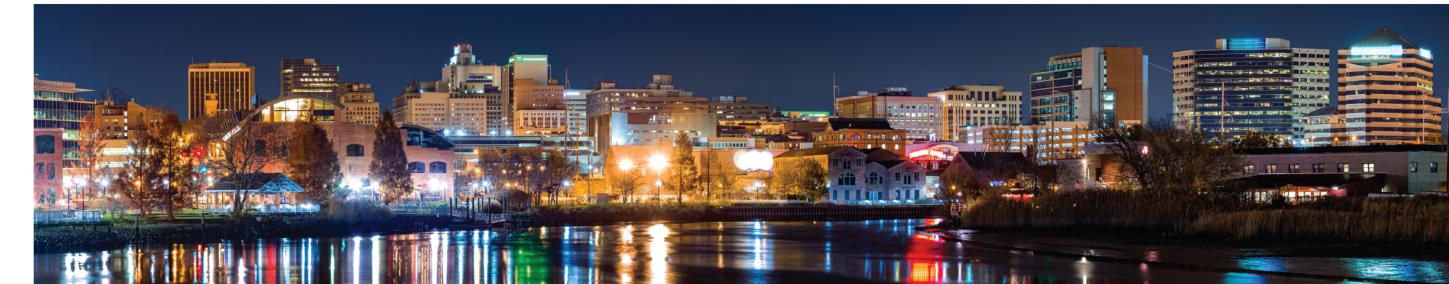
AIRPORT USE:

New Castle County owns and the Delaware River & Bay Authority operates the Wilmington Airport (ILG), with three major runways, ten taxiways and several aircraft parking ramps. The County will expand air cargo and passenger capacity and designate runways for Amazon's exclusive use.

CITY OF WILMINGTON INCENTIVES:







LETTERS OF SUPPORT

Congress of the United States Washington, DC 20515

October 4, 2017

Mr. Jeff Bezos Chairman, President, and CEO Amazon.com Inc. 12th Avenue South Suite 1200 Seattle, WA 98144-2734

Dear Mr. Bezos:

Delaware may be small, but that's what makes us nimble when it comes to creating a nurturing environment for business. With our first-class workforce and easy access to major highways like 1-95 and the northeast corridor railway, the First State will be a great location for Amazon's second North American headquarters. Moreover, employees look for a place that their families can grow and thrive. Great communities, good schools, pristine beaches, proximity to major cities, and friendly people are hallmarks of Delaware that make it a great place to call home.

Like Amazon, Delaware moves quickly. We have sites readily available. Three sites meet the criteria for Phases I & II of the Amazon headquarters. Two of those sites meet the criteria for all phases of the project. All three sites have appropriate zoning and utilities on site and enjoy access to passenger rail up and down the northeast corridor. In addition, these sites provide quick access to the Philadelphia International Airport.

Delaware sits right in the middle of a labor force of 3.9 million people all within 50 miles of Wilmington, Delaware, including 1.96 million millennials. That workforce enjoys a cost of living much lower than larger cities around us. In fact, homeownership rates are higher while rent is lower in Delaware when compared with the rest of the region.

While other states may be able to write a bigger check, we are confident that no states' local, state, and federal officials work better, or faster, than Delaware's. As you explore Delaware further in the search process, you will find a state that provides a collaborative environment for public and private partnership. We are known to foster business relationships while working with state agencies and local governments to improve and streamline regulatory processes. This collaborative effort has led to business location, expansions and job growth throughout the state.

You will find in Delaware a state that works in partnership with the private sector, a state where collaboration occurs between all levels of government and a state that gets things done quickly. Our leaders focus on providing the critical educational, legal, and infrastructure resources necessary to attract and retain growing, sustainable businesses and the workers they require. We welcome the opportunity to talk with you about why Delaware makes sense for your company.

Sincerely,

Thomas R. Carper United States Senator

Christopher A. Coons United States Senator

Lisa Blunt Rochester Member of Congress



Edward D. Breen Chief Executive Officer Chestnut Run Plaza 974 Centre Road Wilmington, DE 19805 Phone: (302) 999-5820

October 6, 2017

Mr. Jeff Bezos, CEO Amazon.com, Inc. 1200 12th Avenue South, Suite 1200 Seattle, WA 98144-2734

Dear Mr. Bezos:

I am writing to you in support of the State of Delaware's proposal for the Amazon HQ2. As the leader of a global company headquartered in Delaware, I am quite familiar with the benefits that come with locating here. With a 215-year history here, I'd argue Delaware is the standard for a stable business environment.

Chief among the state's attributes are the welcoming attitude and extraordinary partnership put forward by the elected officials at the federal, state and local level. This mentality gives Delaware the ability to be nimble and respond to opportunities quickly. My personal experience has been that Delaware officials, regardless of party, are not only collaborative, but eager to work with businesses by thinking outside the box to develop solutions tailored to employers' needs.

The responsiveness of elected officials is also what helps to create a favorable business climate. Delaware is a probusiness state -- always keeping an eye on how to enhance its highly respected corporate law. With its world-renowned Court of Chancery, law firms specialized in corporate litigation, and a legislature that takes serious its responsibility to stay on the forefront of modern business law, Delaware is well positioned for U.S. publicly-traded companies.

Delaware has long been known as the favored state of incorporation in the United States; but it is also a magnet for a technologically sophisticated workforce. DuPont and its successor companies have been attracting and developing talent in the materials science, chemistry and technology fields for generations. And while Delaware has been appealing to the global financial sector and its credit card divisions since the 1980's, the in-state financial sector continues to evolve with today's focus on recruiting top technology talent to build the digital platforms for the next generation of financial service products.

These are just a few of the reasons why DowDuPont chose to headquarter two of our three intended post-merger successor companies in Delaware. When you add Delaware's prime geographic location between New York and Washington, D.C., the nearly 6 million people who live in its metro area, its close proximity to Philadelphia International Airport, and an affordable cost of living, you can see why Delaware offers today's modern company, and its workforce, an attractive value proposition. We hope you agree, too.

Best regards,

Edward D. Brew



Mark P. Vergnano
President
Chief Executive Officer

The Chemours Company 1007 Market Street Wilmington, DE 19899

October 2, 2017

Mr. Jeff Bezos, CEO Amazon.com, Inc. 1200 12th Avenue South, Suite 1200 Seattle, WA 98144-2734

Re: Delaware Interest in Amazon's Second Headquarters Search

Dear Mr. Bezos,

While we like to think of ourselves as a 200-year-old start-up, Chemours has been an independent, publicly traded company for just more than two years now. Since our birth on July 1, 2015, we have accomplished a lot in a short time: standing up Chemours; making a host of tough but important decisions to benefit our customers, investors and ourselves; and even being recognized with a spot on the Fortune 500 list of America's largest companies. From start-up in 2015, to stability in 2016, to growth in 2017 and beyond, we are proud of our accomplishments and excited about our future.

And, that future will be rooted in Delaware, where we have chosen to locate both our soon-to-be completed corporate headquarters and our soon-to-be announced global innovation and research center.

Chemours considered a number of locations for our corporate and research headquarters, and we followed a disciplined evaluation process against a range of criteria to make our decision. In the end, it came down to what locale made the most

Mr. Jeff Bezos October 2, 2017 Page 2

long-term financial sense, offers our current workforce the right combination of amenities and conveniences, and allows us to attract great talent. Delaware is that place, and we look forward to not only creating our future in the First State, but also to helping Delaware create its future as a key corporate citizen of the state.

Delaware offers us many attributes that we believe are clear competitive advantages:

- Talented People: Chemours has a first-rate workforce, and the state
 of Delaware has a rich talent pool that is enhanced by the University of Delaware,
 one of the nation's premier universities, and numerous other top-notch universities
 located nearby in Pennsylvania, Maryland and New Jersey.
- Favorable Business Climate: Delaware stands out for businesses because it has no state sales tax, machinery and equipment tax, personal property tax and the lowest property taxes of nearby states. But, for Chemours, maybe the most significant business issue that favored Delaware over other states was the 2016 passage of the "Delaware Competes Act." The legislation, which was championed by then-Governor Jack Markell, and which received overwhelming, bi-partisan support from the Delaware legislature, updated and reformed the state's corporate income tax law making Delaware more competitive for businesses large and small than other states in the Mid-Atlantic region.
- Responsive Elected Officials: From our creation in 2015 to the present, Chemours has enjoyed direct communication with and strong support from Delaware's elected officials at the local, state and federal levels. Delaware's smaller size is actually a benefit in this regard, as it allows us a degree of familiarity and understanding with elected officials that is rare to enjoy in most states and nearly impossible to experience in large states. We know our elected officials and they know us and our key issues, which is a good thing.

- Location: Situated in the Mid-Atlantic region, we are equidistant from our nation's political capital in Washington, D.C., and our nation's financial capital in New York City, and both Philadelphia (30 minutes) and Baltimore (one hour) are within easy driving distances.
- Convenient Travel Options: We enjoy access to major interstate highways, national rail service via Amtrak, regional train service to Philadelphia via SEPTA, and abundant air travel options, for both domestic and international trips, from either Philadelphia International Airport or Baltimore/Washington International Thurgood Marshall Airport.
- Quality of Life: Delaware enjoys a temperate climate and four distinct seasons, during which our employees can enjoy all that is either here or close by: the Delaware Bay and beaches of southern Delaware; the Inner Harbor of Baltimore and the Eastern Shore in Maryland; the Amish Country and Pocono Mountains in Pennsylvania; the iconic New Jersey Shore; the museums and monuments of Washington, D.C.; the lights of Times Square and the excitement of Broadway in New York City; and so much more.

But now, in October 2017, the thing that excites us the most about Delaware is not what it is today but what it can become with its current roster of leaders who are committed and capable of working together (with each other and with businesses) to build a new future for the state and its citizens. Governor John Carney, Wilmington Mayor Mike Purzycki, New Castle County Executive Matt Meyer, a dedicated state legislature, and a talented trio of federal officials: United States Senators Tom Carper and Chris Coons and Congresswoman Lisa Blunt Rochester. Each of these leaders is passionate about Delaware, and passionate about working to make the state a place where 21st century businesses can compete, succeed and grow.

Mr. Jeff Bezos October 2, 2017 Page 4

As you go about your process for making your siting decision, I hope you will take the time to meet with each of these officials and see for yourself what we have seen over the past nearly three years. Delaware is the right place for Chemours. And, Delaware can be a great place for Amazon.

Sincerely,

Mark P. Vergnano

President and Chief Executive Officer

MPV/cld

cc: Honorable John Carney, Governor

Honorable Thomas Carper, U.S. Senator Honorable Christopher Coons, U.S. Senator

Honorable Lisa Blunt Rochester, Congresswoman

Honorable Michael Purzycki, Mayor, City of Wilmington

Honorable Matthew Meyer, County Executive, New Castle County



Executive Offices 501 West 14th Street Wilmington, DE 19801 (302) 320-2570 phone www.christianacare.org Janice E. Nevin, MD, MPH President and CEO CEO@christianacare.org

October 10, 2017

Jeffrey P. Bezos
Founder and Chief Executive Officer
Amazon.com, Inc.
410 Terry Avenue North
Seattle, Washington 98109-5210

Dear Mr. Bezos:

Congratulations on Amazon's continued success! The Delaware business community was thrilled to learn of your planned expansion and eager to share with you the benefits of doing business here. As leader of the largest private employer in the State of Delaware, I encourage you to consider locating Amazon's HQ2 in the First State. A great place to do business, Delaware's exceptional commitment to innovation, its generous corporate tax structure and our highly accessible central East Coast location make our state ideal for Amazon's expansion.

Our size is our strength – as a small state, Delaware fosters collaborations and partnerships across business boundaries and takes creative, non-traditional approaches to doing things differently.

Christiana Care is Delaware's largest health system and is a nationally recognized clinical teaching and research enterprise, serving the region since 1890. With a workforce of 11,500, Christiana Care operates 4 campuses and more than 60 outpatient sites serving more than 1 million people annually. Christiana Care ranks at the top in volume among leading U.S. health care systems, with only 20 hospitals having more admissions.

Christiana Care is a national center for excellence in cardiology, cancer and women's health services. Our full range of health services includes preventive medicine, community health, home health, rehabilitation, renowned cancer care, a primary and specialty care physician network and outpatient services in Delaware, Maryland, New Jersey and Pennsylvania. We offer 13 highly competitive, robust residency programs and leadership in medical, nursing and allied health education. Christiana Care is home to the only Level I trauma center for adults and children

between Philadelphia and Baltimore and serves the community as a Comprehensive Stroke Center. With a level III neonatal intensive care unit, Christiana Care is the only delivering hospital in Delaware offering this level of care to the most critically ill newborns.

Among the health system's recognitions are the preeminent Human Rights Campaign's Leader in LGBTQ Healthcare Equality, rankings as No. 1 in Delaware and No. 3 in the region, respectively, by U.S. News & World Report, and consecutive Everest Awards for highest performance and fastest long-term improvement by Truven Health Analytics.

A Prime Location to Do Business

As you already know from your fulfillment centers in New Castle and Middletown, our region has one of the most cost-effective business environments among major U.S. metropolitan areas. Delaware offers a generous corporate tax structure and no sales tax. Delaware is the legal home of more than one million business entities, including more than 66 percent of all publicly traded companies in the United States, and 66 percent of the Fortune 500. Delaware is also home to the international headquarters for DuPont and the U.S. headquarters of AstraZeneca. Additionally, Bank of America and Chase operate financial centers here. With a concentration of international corporate leaders and jurists, Wilmington is an internationally known center for corporate law.

Delaware is in the middle of it all, centrally located among Philadelphia, Baltimore, Washington, D.C., and New York City. As part of the Greater Philadelphia region, Delaware is a gateway to the global market place, with unparalleled infrastructure – including air, rail, water, highway, and fiber-optic – that allows easy access and distribution to your national and global customers. As part of the Northeast Corridor, Delawareans can take advantage of Amtrak rail service and be in Philadelphia in minutes, Baltimore in under an hour and Washington, D.C. and New York City in less than two hours. Delaware is a multimodal transportation hub with easy access to I-95, the Port of Wilmington, and our own regional airport in addition to being moments away from Philadelphia International Airport and other major roadways and waterways. In fact, Philadelphia International Airport is more accessible from Delaware than from Philadelphia.

Downtown Wilmington is a burgeoning innovation and tech hub with entrepreneur-focused shared office spaces including The Mill, coIN Loft and 1313 Innovation in the Hercules Plaza Building; the Delaware Innovation Space, a partnership among DuPont, University of Delaware, the state and NextFab, a network of membership-based makerspaces; Tech2gether, an annual Wilmington-based conference for entrepreneurs and start-ups; and Delaware Innovation Week.

With HQ2 in Delaware, you will have area access to more than 6 million residents within minutes' drive of Wilmington and a workforce of 3.1 million to draw your top talent. The area is rich in millennial growth, health, education and tech.

Investment in Innovation and Vision

Christiana Care serves as a prime example of the talented, innovative culture that Amazon will find in Delaware. We have been named Most Wired in 2017 and 2016 by the American Hospital Association. This year we launched Christiana Care's Health & Technology Innovation Center on our Wilmington Hospital campus to develop and test tools to provide better health care at lower cost in collaboration with established and emerging tech partners in the area.

In an era when hospitals and health systems are leaving their communities or being purchased by out-of-town conglomerates, Christiana Care continues to invest in and grow in Delaware and the region. In 2014, we completed the \$210 million transformation of our Wilmington campus, expanding Wilmington Hospital to create a 1 million-square-foot, state-of-the-science medical center.

In 2012, we launched Carelink CareNow, Christiana Care's unique care coordination platform that uses predictive technology to identify at-risk patients and focus attention on medical and sociobehavioral issues before they escalate. The program integrates real-time information about hospital admissions, doctor visits, lab results – even patients' daily vital checks that they perform at home – to coordinate their care. Now with more than 100,000 program members, Carelink CareNow has earned national attention, including the John M. Eisenberg Patient Safety and Quality Award.

Delaware is also home to the first operational Health Information Exchange in the United States, the Delaware Health Information Network (DHIN). DHIN, a non-profit public private partnership, is on the vanguard of the innovative and secure use of big data to improve patient care. Since going live in 2007, DHIN has transmitted more than 65 million clinical records on two million unique patients, to facilitate communication, improve patient care and maintain a comprehensive community health record. DHIN creates efficiencies by serving as a central repository and transmitter of clinical results—including general laboratory results, microbiology and pathology results, radiology images, transcriptions and admission, discharge and transfer (ADT) summaries. DHIN receives data from all of Delaware's acute care hospitals, nearly 100 percent of all Delaware physician practices, nearly all Delaware labs and imaging centers, urgent care centers and walk-in clinics, a growing number of Delaware ambulatory facilities, and two out-of-state Health Information Exchanges.

Excellent Quality of Life

Amazon leaders and staff will have everything they need right here in Delaware for an energizing, productive work life and a robust, well-rounded personal and family life in a community with excellent health care, education and culture at every turn. You will find the benefits of working and living in Delaware equally valuable to recruitment and retention.

Our employees appreciate that the cost of living in Delaware is lower than in many major metropolitan regions, with low property tax rates and housing costs -- and shopping in Delaware is tax-free.

We are nestled in the historic Brandywine Valley, the artistic home and inspiration for American artists including Howard Pyle and the Wyeths who have defined the American landscape for generations. Delawareans enjoy world-renowned museums, theaters, 20 state parks, and clean, family friendly beaches for a lifestyle that is culturally rich -- and wonderfully healthy.

As a Delaware business leader and Wilmington resident, I see a highly successful, forward-thinking, energizing home for Amazon HQ2 right here.

Thank you for your consideration. I would be glad to speak with you or a member of your team about the benefits of being headquartered in Delaware, and I hope we can welcome you and your Amazon HQ2 colleagues to the First State.

Sincerely yours,

Janice E. Nevin, M.D., MPH

Januce E. Kevin MD

President and CEO



Mr. Jeff Bezos, CEO Amazon.com, Inc. 1200 12th Avenue South, Suite 100 Seattle, WA 98144-2734

Re: Amazon's Second Headquarter Search

Dear Jeff:

Our company CSC just completed construction of our global headquarters in Wilmington, Delaware on a 40 acre campus. Construction which concluded this past June encompassed the CSC headquarters building of 148,437 sf along with a 218,000 sf parking garage. The building structures provide our employees a collaborative workspace with state of the art technology but what we find most appealing are the addition of outdoor walking paths, a 5-acre meadow, green roofs, underfloor air system, mechanical shades, snow melt system, wireless campus and more.

CSC worked closely with the Delaware Department of Transportation, the New Castle County Land Use Department and our neighborhood communities to make this build a tremendous success. CSC employs over 1,000 teammates at our Delaware offices and 2,600 worldwide. Delaware is unique in that you have immediate access to decision makers and work in the "Delaware Way" which is a spirit of cooperation. With this in mind, Delaware is the home we selected to establish our roots.

Delaware as you may know, has undergone an incredible resurgence. The spinoff of DuPont has brought two of the DowDuPont entities to Delaware, the organic growth of Incyte, the explosive growth of Chemours and Navient make Delaware an attractive market to expand your business.

Delaware was once known as the chemical company state with DuPont, however in the eighties it reinvented itself and grew into the financial services center and most recently has evolved into an entrepreneurial FinTech state. Service companies like ours attract engaging employees from the three counties in our state as well as the surrounding Delaware Valley and Philadelphia region.

Recently I have been asked to co-chair the Delaware Prosperity Partnership along with Governor John Carney. The DPP is an initiative which brings together the resources, commitment, energy and financial investment of both public and private sectors in regards to our states economic development.

I would be more than pleased to share with you our vision for the State of Delaware and welcome you and the Amazon team to continue your growth in the First State.

Sincere

Hog ward,

President & CEO



October 4, 2017

Mr. Jeff Bezos, CEO Amazon.com, Inc. 1200 12th Avenue South, Suite 1200 Seattle, WA 98144-2734

RE: AMAZON HQ2 and Delaware

Dear Mr. Bezos:

I am writing today to offer a testimonial as the CEO of a Delaware-based global company, Incyte Pharmaceuticals. Incyte has worked closely with elected officials at all levels of government throughout our initial launch and up through our most recent expansion. Our experience has been that government in Delaware is extremely business-friendly with a sincere and demonstrable commitment to helping industry to grow. We have also been impressed by the support we have received from academia and other business community groups, such as the Delaware State Chamber of Commerce and Delaware's Committee of 100. Delaware is often referred to as a "state of neighbors" where people across all industries, political affiliations and cultural communities work together to make good things happen.

Incyte Corporation 1801 Augustine Cut-Off Wilmington, DE 19803 302.498.6700

www.incyte.com

Web

Collectively, we share your business concerns regarding access to a talented workforce, a robust pipeline of future employees, mass transit and affordable housing options, as well as a business-friendly climate from both a financial business perspective and a regulatory perspective.

We are pleased to report that Delaware has consistently met or exceeded our expectations. We look forward to the opportunity to welcome you to the neighborhood!

Sincerely.

Hervé Hoppenot

Chairman, President, & Chief Executive Officer

Incyte Corporation



October 9, 2017

Mr. Jeff Bezos, CEO Amazon.com, Inc. 1200 12 Avenue South, Suite 1200 Seattle, WA 98144-2734

RE: Amazon HQ 2 and Delaware

Dear Mr. Bezos:

Leadership, Location and Talent... these are some of the hallmarks that continue to sustain our business and fuel our growth for over three decades. As a 2 ^d generation family business with roots embedded in Delaware, we are firsthand witnesses to a business environment that has taken us from humble beginnings to a global presence. We operate in the Environmental/Health/Safety arena providing a unique combination of Consulting, Engineering, Laboratory services along with a portfolio of Clean Technology/Green Technology Products for global environmental challenges.

Leadership is omnipresent in Delaware in the various levels of Government to the various levels in Business. What is unique is the ability of these Leaders to come together and seize opportunities for economic development that is mutually beneficial to business and residents. In all levels of Government, from City to County to State, you will find an "open-door" policy with Leaders who listen and act to promote a business friendly environment. In Boardrooms of Small and Large companies you find Leaders inspiring each other to take their respective businesses to new heights.

Location is undoubtedly a unique qualifier for this great State. Strategically nestled between Metro-New York City and Metro-Washington DC, this area provides superior multi-modal transportation connectivity. Our business operates from Maine to Florida and the ease of access to major interstates, major transportation hubs and most importantly customers is second to none. Location is also a tremendous State asset in terms of being "livable", "walkable" and "playable". This area offers both an urban and suburban feel that is ideal for diverse interests of our employees.

Our business could not succeed without access to the wonderful **talent** in this State and region. With some of the top Universities and Schools, we are assured a continual pool of talent for our lines of work. Moreover, the State and Higher and Secondary Education work collaboratively to ensure the next generation is equipped with the set of skills that are desired in the ever-changing marketplace.

We owe a great deal of our success to Delaware and could not imagine a more collegial, open and exciting place to be based. As the "First State", I sincerely hope that Delaware will be the First Choice for the HQ 2!

Sincerely,

Neeraj K. Batta, PE Senior Vice President



87 READS WAY
NEW CASTLE, DE 19720
(302) 395-5118
mmeyer@nccde.org

October 2, 2017

Mr. Jeffrey Bezos, Chief Executive Officer Amazon.com, Inc. 1200 12th Avenue South, Suite 1200 Seattle, Washington 98144-2734

Dear Mr. Bezos:

I write on behalf of the people of New Castle County in support of the State of Delaware's proposal to Amazon to locate its second North American headquarters in Delaware.

The people of New Castle County are excited to collaborate with our state and federal delegations to welcome you to New Castle County. New Castle County is already home to two Amazon warehouses, and Delaware's largest county is the ideal urban and suburban location for HQ2.

It is hard to find a better location to attract the highest quality young and mid-career talent. About 2.5 million people live within a 30 mile radius of New Castle County. Our county is among the nation's leaders in number of PhDs per capita. Within 150 miles of each of our proposed locations, you will find over 250 colleges and universities, including two of the top five national universities, according to US News & World Report. That is one reason we have a unique culture of innovation, starting with the founding of the DuPont Company here 214 years ago.

It is hard to find a more proximate location to leading East Coast markets. Within 350 miles of New Castle County, a six hour drive, you will find nearly one-third of the entire population of the country. Further, you are within two hours, by car or train, to both the commercial capital and the governmental capital of our country. Every passenger train between New York and Washington, DC stops in downtown Wilmington. In fact, by locating in New Castle County, your employees will have a choice of living in any of four states, all with a commute of under 20 minutes.

It therefore is no surprise that so many large and growing companies make their home in New Castle County, given the low cost of living, excellent quality of life, and easy access to Washington, DC, Baltimore, Philadelphia, and New York City.

We are the third friendliest state for cyclists nationally, according to the League of American Bicyclists. We know. Amazon and Washington state are number one. I am a bike commuter myself and particularly eager to collaborate with Amazon to challenge Washington for number one.

New Castle County government is committed to assisting in any way we can, and we are prepared to offer the following incentives to support the state's proposal:

- <u>Tax Exemption</u> For property acquired within New Castle County's corporate limits, I will propose to County Council an ordinance exempting Amazon from County taxes for any increase in assessed valuation that may result from new construction or renovation of existing property. County Council approved a similar proposal months ago, and we are confident County Council would approve such an exemption without controversy.
- <u>Permitting and Land Use</u> New Castle County is committed to expediting permit
 processing for Amazon. A recent County initiative scrutinizes the time from initial
 proposal to certificate of occupancy in days, and we will resolve swiftly and
 efficiently any zoning issues that may arise. In Delaware, we bring all the
 stakeholders around the table early and often and resolve potential issues honestly,
 transparently and efficiently.
- <u>Airport Use</u> The County owns and the Delaware River & Bay Authority operates the Wilmington Airport (ILG), with three major runways, ten taxiways and several aircraft parking ramps. We look forward to expanding air cargo and passenger capacity and designating runways for Amazon's exclusive use.

There is no better HQ2 for Amazon than New Castle County. We will do what it takes to make HQ2 NCC a reality and to collaborate with you for generations to come.

Yours in service,

Matthew Meyer County Executive





MICHAEL S. PURZYCKI Mayor

October 5, 2017

Mr. Jeffrey Bezos Chairman, President, and CEO Amazon.com Inc. 1200 12th Ave. South, Suite 1200 Seattle, WA 98144-2734

Dear Mr. Bezos:

Wilmington wants Amazon and Delaware wants Amazon. Whatever combination of that works for you, works for us, because that's the way we operate here—collaboratively and effectively—to get things done for our city, our state and for the many businesses that call Delaware home. We would be honored to help you establish your new headquarters here in the state that started a nation.

Wilmington has a development-ready location set to go for the new Amazon headquarters situated along our beautiful Christina Riverfront. It is a mixed-use development site that reflects the urban fabric of our walkable city with access to bike trails and plenty of greenspaces. We will guarantee an expedited permitting and plans review process from start to finish. We have also presented a financial package in addition to what the State has offered.

Wilmington is home to a strong workforce that lives in our city or in the immediate area of our state and region. We are within easy commuting distance to three additional states (NJ, PA, MD), so Amazon employees can find the living situation that works best for their needs and the needs of their families. Amazon would have access to engineering, FinTech, and MBA talent at the University of Delaware and Philadelphia-area universities.

Wilmington is a proud transit hub in the region. Our city is easily accessible by two interstate highways (I-95 and I-495), an Amtrak train network that spans the northeast corridor and allows for convenient connections to New York and Washington, and Philadelphia International Airport which is just 20 minutes away. The New Castle County airport is just 8 minutes from Wilmington and caters to private jet travelers.

Selecting Wilmington would be WONDERFUL for you and us. If you select another part of our state, that too would be extremely beneficial for everyone. We believe in each other and support each other in Delaware. That's how we've produced such a stable and favorable business and tax

Mr. Jeffrey Bezos October 5, 2017 Page 2

climate over the years. Our renowned Court of Chancery understands the world of business and issues fair and expedited decisions.

I understand that your family knows something about Wilmington from connections to Salesianum School and to other public officials in our state. I also want you to know that you won't find a more welcoming and caring city than Wilmington. We will embrace your company and your employees to create a solid Wilmington, Delaware, and Amazon partnership.

Sincerely,

Section August S

Mayor

DELAWARE MEANS BUSINESS



Amazon's Warehouse States

The states on this map have warehouses that store and ship inventory for Amazon FBA Sellers.



DELAWARE MEANS BUSINESS

Delaware provides more options for business than any other state.

ith more than 50% of all U.S. publicly traded companies and 63% of Fortune 500 companies incorporated in Delaware, commerce and business is of the utmost importance in The First State.

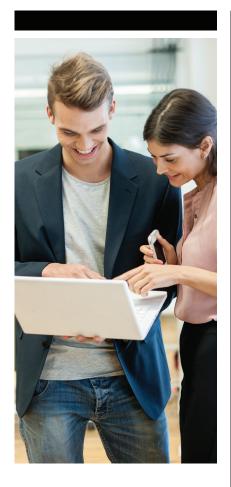
DELAWARE'S STABLE BUSINESS ENVIRONMENT

Delaware strives to maintain a stable business environment, continually improving and innovating to offer an environment in which businesses can be successful. "The Delaware Way" encourages both growth and innovation with a business friendly climate. This culminates to help businesses of all sizes thrive in

Delaware. In 2008, in response to an urgent request from BlackRock, Delaware's Governor Ruth Ann Minner worked with the Legislature to pass a bill that created an "asset management corporation" definition that allowed BlackRock and similar financial service companies to calculate their corporate tax on a single apportionment. In 2015, in response to Delaware banking industry concerns regarding a pipeline of software coding developers, the State of Delaware invested \$250,000 in seed funding to launch Zip Code Wilmington, a Coding Bootcamp. Recently in 2016, in response to an urgent request

COMMERCE AND BUSINESS ARE OF THE UTMOST IMPORTANCE IN THE FIRST STATE. related to the Dow/DuPont merger that was underway, Delaware Governor Jack Markell worked with the Legislature to pass a bill known as the "Delaware Competes Act." The act reforms Delaware's business tax code to allow all Delaware corporate taxpayers to move toward a single apportionment calculation.

JPMorgan Chase selected the Wilmington area for their annual meeting for 2017. Each year, JPMorgan picks a different city it views as a key market to host the meeting. In recent years it has been held in New Orleans, Detroit, and Tampa. This year, the company chose the Wilmington area because of the explosive growth the region has experience over the last few years. After JPMorgan began adding positions starting in 2015, they have grown to employ about 10,000 people the Delaware.



A scorecard on state economic climate and ranks that are produced by Chief Executive surveying CEOs, not corporate site-development specialists, ranked Delaware in the top 20 at #16 in the 2017 Best and Worst States for Business. Delaware has maintained a AA Bond Rating for the Moody's, S&P and Fitch Ratings since 2000. Delaware remains highly ranked in national benchmarks and reporting such as the Michigan Entrepreneurship Score Card, the 2016 U.S. Clean Tech Leadership Index, Enterprising States 2015, U.S. Chamber of Commerce, and The Akamai State of the Internet Report, 1st Qtr. 2017, enforcing its position and capabilities of providing and maintaining a stable business environment.

#1 NATIONWIDE RANKINGS

- Bank Commercial and Industrial Lending (2016 Michigan Entrepreneurship Score Card)
- Liability Systems Reputation (2016 Michigan Entrepreneurship Score Card)
- Energy Reliability (2016 Michigan Entrepreneurship Score Card)
- Clean Energy Patents Granted (2016 U.S. Clean Tech Leadership Index)
- Internet Speed (2016 Michigan Entrepreneurship Score Card)
- Clean Air (2016 Michigan Entrepreneurship Score Card)
- Online Shopping (BestBlackFriday.com used sales tax, shipping charges and shipping time)

#2 NATIONWIDE RANKINGS

- Unemployment Insurance Tax Structure (2016 Michigan Entrepreneurship Score Card)
- 4Y Knowledge Degrees Ex. Tech Fields (2016 Michigan Entrepreneurship Score Card)
- Homeownership Rate (2016 Michigan Entrepreneurship Score Card)
- High-Tech Share of All Businesses (Enterprising States 2015, U.S. Chamber of Commerce)
- Average Connection Speed by State (The Akamai State of the Internet Report, 1st Qtr. 2017)

#3 NATIONWIDE RANKINGS

- Productivity and Labor Supply (2016 Michigan Entrepreneurship Score Card)
- Gross Domestic Product per Job (2016 Michigan Entrepreneurship Score Card)
- Overall Growth Entrepreneurship (2016 State Growth Entrepreneurship; Kauffman Index)
- Industry Research and Development (2016 Michigan Entrepreneurship Score Card)
- Overall Economic Performance (A Ranking of State Economies; Governing Magazine, 2016)
- Millennials on the Move (Average growth rate of people age 25-29 by U.S. News)
- Economic performance (Governing.com, 2016)

#4 NATIONWIDE RANKINGS

- Economic Output per Job (Enterprising States 2015, U.S. Chamber of Commerce)
- Highest Density of High-Growth Companies per Industry in Software (2016 State Growth Entrepreneurship; Kauffman Index)
- Export Intensity Growth (2016 Michigan Entrepreneurship Score Card)

#5 NATIONWIDE RANKINGS

- Physical Science and Engineering Workers (2016 Michigan Entrepreneurship Score Card)
- Leisure Industry Employment (2016 Michigan Entrepreneurship Score Card)

#8 NATIONWIDE RANKINGS

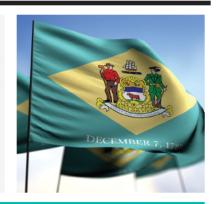
• Public High Schools (U.S. News, 2017)

The state boasts:



NO Sales tax at the state or local level NO
Personal property
tax at the state or

No Inventory Tax



BUSINESS FRIENDLY ENVIRONMENT

The costs associated with owning and operating any kind of business greatly impacts the success of that venture. Coupled with Delaware's business environment, the low corporate taxes make Delaware ideal for businesses to operate and innovate successfully. Our low corporate taxes are why companies choose to operate and incorporate in Delaware. The Tax Foundation ranks Delaware among the top states for the best business tax climate. Delaware tax benefits include no sales tax, no inventory tax, and no value added tax (VAT). Delaware, additionally, has the second-lowest property taxes in the region and the third-lowest business costs in the U.S. creating an ideal environment for corporations. Delaware's cost of doing business is 16% below the national average, and Forbes' "Best States for Business rankings" has recognized

that Delaware ranks third lowest for business costs in the nation. We continue to cultivate an environment that remains attractive and provide options to businesses of all sizes.

The State of Delaware, DuPont, and the University of Delaware established a nonprofit publicprivate partnership, Delaware Innovation Space Inc., which will catalyze the entrepreneurial growth of new science-based businesses and ventures in Delaware, Moreover, Gov. John Carney signed an executive order for a public-private working group at the Delaware Economic Development Office to explore how state government can work with the private sector to improve economic development efforts in Delaware. including ways to attract new, growing companies to the state, build a stronger entrepreneurial community, and support innovation.

EAGER AND WILLING

Delaware's local government structure and elected officials are both eager and willing to help its businesses. Delaware has a unique approach to business and commerce – our elected officials are available and accessible. Local, state, county, and city policy is written to benefit and ensure the success of businesses incorporated and operating in Delaware. Delaware's Court of Chancery, where corporate law cases are decided, is recognized internationally. Delaware corporate law is also recognized internationally.

Combined with our attractive low cost of doing business, favorable tax climate, incentive programs, and government willingness, The First State continually remains ranked as one of the top states to do business in the U.S. Delaware's elected officials and local government structure are looking forward to welcoming Amazon to our great state.

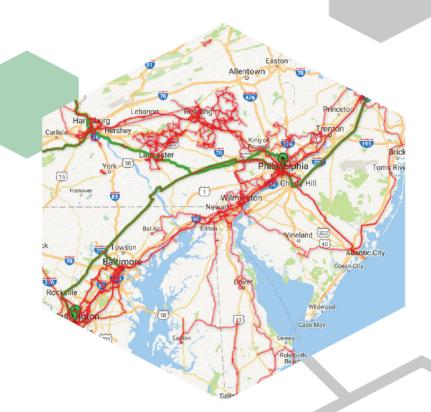


Real Estate

Delaware has one of the lowest median property tax rates in the United States.

Туре	Wilmington, Delaware	Boston, Massachusetts	New York, New York	Baltimore, Maryland	Philadelphia, Pennsylvania	San Francisco, California
Office Property Index	\$128.62	\$316.57	\$195.65	\$161.86	\$159.87	\$773.18
Industrial Property Index	\$66.53	\$90.22	\$137.19	\$81.41	\$45.92	\$202.42

CONNECTIVITY & UTILITIES





II three of Delaware's proposed site locations have utility structures in place, including optimal fiber connectivity. Delaware means business, and in today's competitive global market, internet speed can make or break a company's bottom line. The First State has repeatedly been recognized in Akamai's annual report on the internet for being the state with the fastest average speed (25.2 Mbps), up 19% from last year[1]. In fact, Delaware is one of only two places in the entire nation that currently surpasses the FCC's 25 Mbps broadband threshold, with 95% of the state having GT 4 mbps access. One of just a handful of states to invest in a Carrier Hotel concept, Delaware has approximately 200 miles of dark fiber - with 130 miles in northern Delaware's New Castle County, where all three proposed

CONNECTIVITY UTILITIES

sites are located.

Delaware uses a Network

Access Point (NAP) that connects
with nine dark fiber providers.

Improving and increasing connectivity speed is an ongoing priority, and to ensure continued progress and adaptability to meet the needs of businesses, the state established the Delaware Broadband Fund. Delaware has also adopted the Advanced

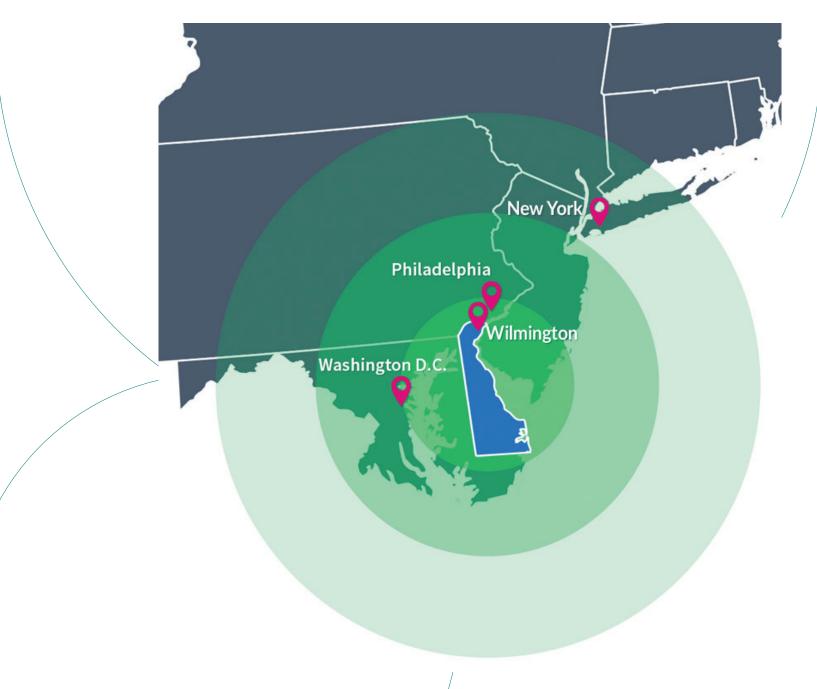
Wireless Infrastructure
Act (HB 189) to accelerate
investment in mobile broadband
infrastructure and ready the state
for the next wave of economic
development in the digital
economy. This measure enables
carriers and their partners to apply
to place small cells on public rightsof-way directly through the state's
department of transportation,
which plays a key role in
moving forward with innovative
technologies such as the use of
autonomous vehicles.



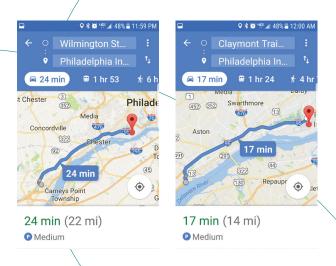
Delaware's prime location provides easy access.

Logistics

Delaware is connected by land, sea and air with a state-of-the art infrastructure offering businesses global access. Located at the heart of the Mid-Atlantic with easy access to Boston, New York City, Philadelphia and Washington, DC, Delaware offers companies a strategic location for business and reach.



ith the deepwater Port of
Wilmington, eight international
airports within 150 miles, freight
and passenger rail, and direct
access to the I-95 corridor, Delaware quite simply
offers access by land, sea, and air. The WilmingtonNewark area has direct access to I-95, the major
north-south highway along the Eastern Seaboard.
Route 1 runs along the length of the entire state,
connecting the city of Wilmington to the capital of
Dover and to the beaches of southern Delaware.



Personal Travel & Logistics

With a labor force of 3,934,538, a population of 7,623,198 within a 50 mile radius, and a population of 21,276,533 within a 100 mile radius, personal travel avenues need to be and are abundant. Delaware's prime location provides easy access to major highways, airports, trains, and mass transit that makes traveling and commuting accessible and convenient.

Delaware has the infrastructure for logistics to run like clockwork. Logistics in and of itself requires good design and innovation to move commodities in addition to people. The major highways and arterial roads provide a great network to transport, with an abundance of routes and options.

Major Highway Corridor

Delaware's network of highways include Interstates 95, 295, and 495, U.S. Highways 13, 113, 301, 202, and 9, as well as well-maintained primary and secondary roads. With a direct access to I-95, the major north-south highway along the Eastern Seaboard, highway access is ubiquitous.

Airports

Philadelphia International Airport is located within 20-45 minutes any of the Delaware potential sites. Additionally, Philadelphia International Airport is within 22 miles and 24 minutes by automobile from the Wilmington Train Station and 14 miles and 17 minutes by automobile from the Claymont Train Station.

Worldwide passenger service is less than a half-hour from downtown Wilmington at the Philadelphia International Airport. Serving southern Delaware, the Baltimore-Washington International Airport is less than two hours away from most locations in Kent and Sussex counties. The Salisbury Regional Airport serves much of Sussex County, while the New Castle Airport is just five miles south of Wilmington and only a 25-minute drive from Center City Philadelphia. Other major airports and services in Delaware include: Delaware Airpark, Dover Air Force Base, Smyrna Airport, Summit Aviation, and Sussex County Airport.

Philadelphia International Airport (PHL), the 20th busiest airport in North America in terms of passenger traffic, grew 0.8 percent in 2014 to 30.7 million daily direct flights to Seattle, New

Delaware's prime location provides easy access.



York, San Francisco / Bay Area, and Washington, D.C. American Airlines, with merger partner US Airways, have the largest share of the average daily operations at the airport.

In terms of cargo volume, Philadelphia International Airport is the 19th busiest airport in North America in 2014 with 392,506 metric tons of freight and mail passing through its facilities.

New Castle Airport (Wilmington ILG) and Summit Aviation both provide services for corporate air travel and individual aircraft owners. New Castle Airport is located 5 miles south of

Wilmington with three firstclass Fixed Base Operators,

approximately 68
corporate jets, and
2,220 propeller aircraft
based at the airport.
Summit Aviation
is located 5 miles
north of the central
business district of
Middletown, Delaware

with accommodations up to medium-size jets and is turboprop capable.

Rail

Amtrak, which has a passenger rail station on the Wilmington waterfront at the Joseph. R. Biden, Jr. Wilmington Train Station, provides frequent service to New York, Boston, Baltimore, Washington, D.C., and Richmond. In addition, DelDOT/SEPTA Wilmington-Philadelphia provides commuter rail service between the cities. The Claymont Train Station provides mass transit with direct access to bus routes through the Delaware Area Regional Transit (DART). Additional mass transit opportunities with Southeastern Pennsylvania Transportation Authority (SEPTA) are imminent with a planned \$40 million new station to open in 2020. Norfolk Southern and CSX Corporation both offer freight rail service in Delaware, as well.

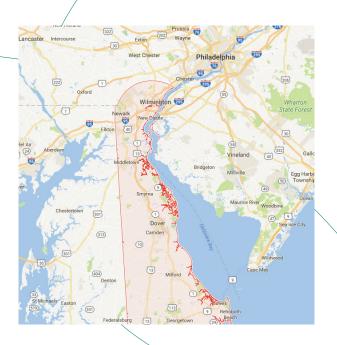
Other personal travel can be done through car services such as Uber and Lyft, taxis, personal vehicles, bike lanes, and pedestrian walkways that are prevalent in the area.

Transportation between company facilities could be accomplished through many options such as on-site sidewalks and bike trails. Trams and campus buses could be used between facilities, in addition to other alternate creative options such as golf carts, skateboards, segways, solowheels, roller blades and even water taxis.

Port of Wilmington

Founded in 1923, the Port of Wilmington is a full service mid-Atlantic seaport at the confluence of the Christina and Delaware rivers strategically located and serving over 200 million North American consumers. An economic engine, Delaware's seaport is responsible for 5,300 family sustaining jobs annually generating \$400 million in business revenue, \$375 million in personal income and \$37 million in state and regional taxes. The Port of Wilmington is owned and operated by the Diamond State Port Corporation, a corporation of the State of Delaware.

The Port of Wilmington is North America's leading fresh fruit port, with the largest dock-side refrigerated complex on the continent. As



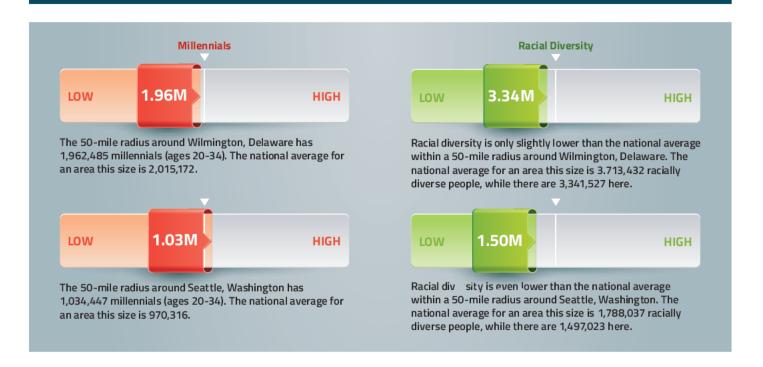
Amazon moves into the food business with the acquisition of Whole Foods, taking advantage of the Port of Wilmington's cold storage and food distribution network could lead to increased profits and customer service. While HQ2 is set to be an administrative and office campus, having the close proximity to a world-class port could only benefit the organization with convenient oversight and access.



LABOR FORCE & WAGES

LABOR FORCE & WAGE RATES

DELAWARE RANKS SECOND IN "PRODUCTIVITY AND LABOR SUPPLY," ACCORDING TO THE 2011-2012 MICHIGAN ENTREPRENEURSHIP SCORE CARD

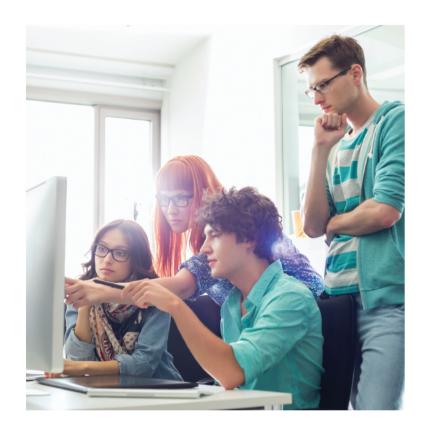


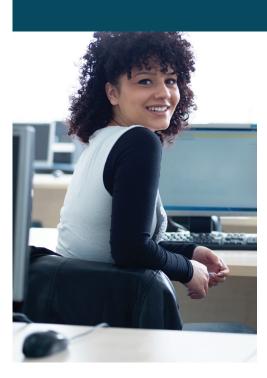
elaware's pool of skilled workers and highly-educated professionals provides the State's diverse business community with the talent needed to compete at home and abroad.

Population Information

Delaware has access to a labor force of 3.9 million people within 50 miles of Wilmington, including 1.96 million millennials. The total population within the same 50 mile radius is 7.6 million, of which 3.34 million are racially diverse people. Additionally, the population of 21.27 million within 100-miles more than meets the needs of Amazon HQ2 population requirements.

For demonstrative purposes, we have compared the 50-mile radius around the proposed HQ2 sites with both the Seattle area and national averages for areas of comparable size.







Strong Technical Talent

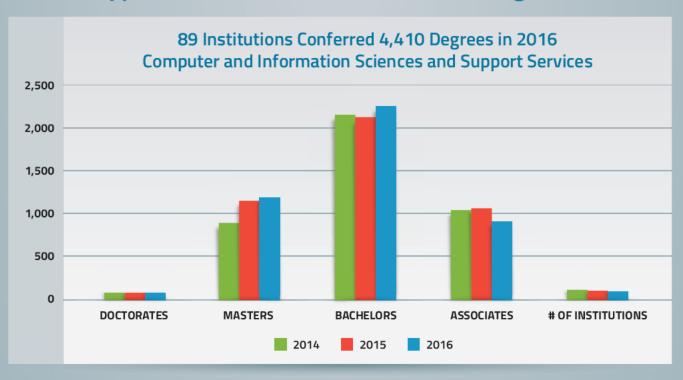
There are 89 colleges and universities in the region as of 2016 within 50 miles, including the University of Delaware and Wilmington University, which conferred 4,410 degrees in Computer and Information Sciences. There is a healthy pool of up and coming talent with a significant millennial population of 1.96 million in the region.

For technology occupations, Wilmington, Delaware is the third largest of net commutes. Additionally, 22,778 people are reported as working in the Delaware Region as Software Developers in Applications and Systems Software.





PROGRAM GRADUATES: Computer and Information Sciences and Support Services Within 50 Miles of Wilmington, DE





Average Wage Comparison

The State of Delaware maintains a minimum hourly wage of \$8.25. Delaware's leading sectors have lower wage costs than other states in the region, and other leading clusters.

The mean average pay for software developers in Delaware is \$48.22 versus the higher national mean average wage of \$50.14.

Average Wages

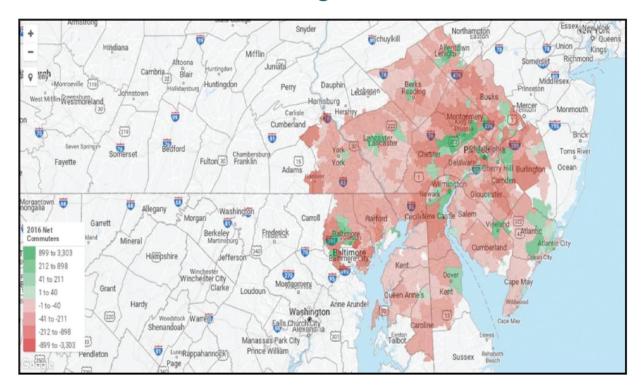
The State's minimum hourly wage is \$8.25. The State's leading sectors have lower wage costs than other states in the region, and other leading clusters.







For Computer Occupations (15-1100), Wilmington, Delaware is the Third Largest of Net Commuters



Occupation	Delaware		Wilmington, DE-MD-NJ Metropolitan Division		National		Seattle-Bellevue-Everett, WA Metropolitan Division	
	Employment	Mean hourly Wage	Employment	Hourly Mean Wage	Employment	Hourly Mean Wage	Employment	Hourly Mean Wage
Management Occupations	17,850	\$66.69	15,300	\$68.14	7,090,790	\$56.74	92,450	\$64.68
Chief Executives	340	n.a.	180	\$122.58	223,260	\$93.44	3,490	\$104.45
General and Operations Managers	4,080	\$71.69	3,320	\$73.26	2,188,870	\$58.70	23,090	\$65.46
Marketing Managers	590	\$83.58	550	\$84.18	205,900	\$69.30	4,910	\$71.19
Sales Managers	860	\$85.79	750	\$85.17	365,230	\$64.95	4,810	\$64.81
Administrative Services Managers Computer and Information Systems Managers	820	\$54.47	700	\$57.81	266,280	\$47.56	2,950	\$56.85
Computer and Information Systems Managers	1,260	\$77.58	1,180	\$79.08	352,510	\$70.07	9,860	\$75.03
Financial Managers	1,840	\$80.65	1,750	\$79.67	543,300	\$67.17	8,070	\$67.85
Compensation and Benefits Managers	40	\$70.64	40	\$70.04	15,230	\$61.01	290	\$64.82
Human Resources Managers	430	\$65.81	380	\$68.33	129,810	\$57.79	2,260	\$60.38
Training and Development Managers	70	\$57.08	100	\$61.39	32,880	\$55.37	490	\$60.60
	†							
	Employment	Mean hourly Wage	Employment	Hourly Mean Wage	Employment	Hourly Mean Wage	Employment	Hourly Mean Wage
Computer and Mathematical Occupations	16,200	\$44.58	15,180	\$45.23	4,165,140	\$42.25	121,370	\$53.26
Computer Systems Analysts	3,500	\$45.54	3,410	\$45.76	568,960	\$44.05	13,590	\$47.65
Computer Programmers	900	\$41.44	770	\$42.53	271,200	\$40.95	9,160	\$57.69
Software Developers, Applications	3,470	\$48.22	3,340	\$48.12	794,000	\$50.14	45,500	\$63.50
Software Developers, Systems Software	n.a.	\$56.13	1,560	\$56.05	409,820	\$53.17	12,170	\$56.25
Web Developers	380	\$38.03	330	\$38.68	129,540	\$34.69	3,910	\$45.99
	T				Ī			
	Employment	Mean hourly wage	Employment	Hourly Mean Wage	Employment	Hourly Mean Wage	Employment	Hourly Mean Wage
Business and Financial Operations Occupations	28,420	\$36.64	25,700	\$37.65	7,281,190	\$36.09	126,780	\$39.22
Accountants and Auditors	5,890	\$37.43	5,300	\$38.50	1,246,540	\$36.89	17,260	\$36.11
Financial Analysts	3,570	\$41.12	3,420	\$41.27	281,610	\$46.94	3,720	\$43.46
	1	[[
	Employment	Mean hourly wage		:				
Legal Occupations	4,950	\$52.94	4,220	\$55.57	1,075,520	\$50.95	12,900	\$52.71
Lawyers	2,590	\$75.77	2,320	\$77.96	619,530	\$67.25	7,590	\$66.45
Legal Support Workers, All Other	660	\$25.69	490	\$26.10	44,960	\$31.81	470	\$32.22
	t	 			l	 		
	Employment	Mean hourly wage			Ī			
Office and Administrative Support Occupations	74,140	\$18.18	59,650	\$18.79	22,026,080	\$17.91	218,740	\$20.60
Executive Secretaries and Executive Administrative Assistant	7,120	\$18.53	1,160	\$29.73	631,610	\$27.84	6,100	\$29.68
Bookkeeping, accounting, auditing clerks	6.380	\$14.08	6,360	\$21.54	1,566,960	\$19.34	16,900	\$21.88

Note

n.a. Estimates not released (E.g. data do not meet BLS or State agency disclosure standards at particular time point



DIVERSE HOUSING OPTIONS

Real Estate Market Overview

\$214,900

\$129

\$1,350

Median Sales Price

Price Per Square Foot

Median Rent Per Month

- The median sales price for homes in Wilmington for May 24 to August 23, 2017 was \$214,900 based on 279 home sales
- Average price per square foot for Wilmington was \$129, a decrease of -4% compared to the same period last year.
- The median rent per month for apartments in Wilmington for July 24 to August 24, 2017 was \$1,350.

Wilmington, the largest city in Delaware, presents a mix of city life and countryside tranquility in one picturesque locale. Located just 30 minutes from center city Philadelphia, downtown Wilmington is known for museums, art galleries and cultural attractions. The Brandywine Valley, just minutes from downtown, is home to gardens, breweries and locally-owned inns.

DIVERSE HOUSING OPTIONS

Delaware also has a variety of housing options. Delaware ranks second in homeownership among the nation, at approximately 74% as of the fourth quarter of 2016, with affordable and accessible options.

The rental markets provides many other options and an average monthly rate of \$1,100 in Upper New Castle, well below the metro average.

There is also available housing near the potential sites. The median sales price for homes in Wilmington for



May 24 to August 23, 2017 was an affordable \$214,900 based on 279 home sales. The average price per square foot for Wilmington was \$129, a decrease of -4% compared to the same period last year.

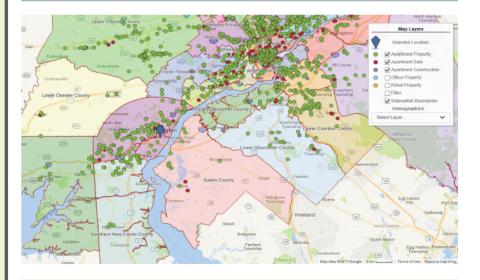
The median rent per month for apartments in Wilmington for July 24 to August 24, 2017 was \$1,350. Wilmington, the largest city in Delaware, offers a mix of city life and countryside tranquility in one picturesque locale. 3 Star apartments, the most prevalent apartment living housing option in this submarket, rent for a slight discount relative to similar properties across Philadelphia. Additionally, newer inventory here costs significantly less than 4 & 5 Star rents metrowide and concessions have recently come into play. At the 4 Star 116-unit Residences at Harlan Flats, eligible applicants were offered two rentfree months for one-bedrooms in fourth quarter of 2016.

Housing / Apartments

Despite rent growth that reached a high for the cycle in 2015 and which has averaged about 2% over the last five years, average rents in Upper New Castle County are still under \$1,100/month and well below the metro average. While 3 Star apartments, the most prevalent inventory slice in this submarket, rent for a slight discount relative to similar properties across Philadelphia, newer inventory here costs significantly less than 4 & 5 Star rents metrowide and concessions have recently come into play. At the 4 Star 116-unit Residences at Harlan Flats, eligible applicants were offered two rent-free months for one-bedrooms in 16Q4 and that was only pared to one month by the end of 17Q2.

Summary Statistics	National	Philadelphia	Upper New Castle County	
Asking Rent	\$1,377.79	\$1,242.60	\$1,064.28	
Vacancy	5.80%	5.80%	6.70%	

Source: CoStar - Updated: August 14, 2017



HOUSING AND APARTMENTS

Cost of Living

Delaware's affordable housing and low taxes create an excellent foundation for low cost of living. The Cost of Living Index measures relative price levels for consumer goods and services in participating areas. The average for all participating places,

Cost of Living Index













*The ACCRA Cost of Living Index provides a measure of living cost differences among urban areas and compare the expenses an average person can expect to incur from the purchase of food, housing, transportation, energy, clothing, education, healthcare, childcare and entertainment in a given region, and compares them to a national average.



both metropolitan and nonmetropolitan, equals 100, and each participant's index is read as a percentage of the average for all places:

Delaware's low cost of living is further demonstrated by the Housing Source and their comparable data of cost of living in the region and surrounding areas.

Delaware residents enjoy a lower property tax rate, which contributes to more afordable housing and apartment costs and a lower cost of living.

Relevant Crime Data

The relevant crime data shows that within a 50 mile radius of Wilmington, Delaware, the violent crime rate equals 2.24 per 1,000 people and the property crime rate equals 15.52 per 1,000 people as compared to Seattle, Washington, where the violent crime rate is 3.05 per 1,000 people and the property crime rate is 36.39 per 1,000 people.





Education

Delaware boasts a workforce of highly skilled and educated talent.

niversity of Delaware was ranked as a Tier 1 MBA program by CEO Magazine and the University of Delaware Lerner College is AACSB-accredited. For the past 50 years, the Lerner College has maintained accreditation from the Association to Advance Collegiate Schools of Business (AACSB), the sole agency recognized by the U.S. Department of Education as the accrediting body of business schools. AACSB accreditation is the hallmark of excellence in business education, and has been earned by less than five percent of the world's business programs.

Zip Code Wilmington's "computer coding and programming classes are fast-tracking a talent pipeline of developer coders to help turn Delaware into the technology hub that it has the potential to become," says Joe Westcott, Capital One's Delaware Market President. Not only are graduates highly qualified for entry-level coding, "they have passion for the work and are great teammates."



Higher Education and Workforce Education Attainment

In the Greater Wilmington region with the University of Delaware at its center. Several other colleges and universities have campuses and annexes in the region, offering everything from graphic design programs to legal degrees, including Wharton School of the University of Pennsylvania, University of Delaware's Alfred Lerner College of Business and Economics, Goldey-Beacom College, and Wilmington University for business. There are 89 colleges and universities in the region within 50 miles, and in 2016, they conferred 4,410 degrees in Computer and Information Sciences.

According to 2011-2015 American Community Survey 5-Year estimates, 34.9% of the population within a 50-mile radius of Wilmington have a bachelor's degree and 26% have some college.

University Systems Within the Region

State	# of Academic Institutions with Computer Degree Majors	2016 # of Graduates with first major Computer & Information Sciences	2015 # of Graduates with first major Computer & Information Sciences	2014 # of Graduates with first major Computer & Information Sciences	2016 # of Graduates with first major of Computer Software & Media Applications	2015 # of Graduates with first major of Computer Software & Media Applications	2014 # of Graduates with first major of Computer Software & Media Applications
Delaware	8	597	494	295	109	66	67
Maryland	49	7,135	7,288	6,593	50	80	90
New Jersey	63	3,869	3,261	2,772	97	116	93
Pennsylvania	184	7,151	7,276	7,292	530	686	896
TOTALS	304	18,752	18,319	16,952	786	948	1,146

Legal and Coding Bootcamps

- Delaware Law School / Widener University
- Zip Code Wilmington
- Delaware Technical Community College



K-12 Programs

There are local and regional K-12 education programs with curriculum geared towards computer sciences including the Cisco Networking Academy and Partner4CS.



Delaware Educators Embrace Coding and Software Development

K-12 & Vocational Technical High Schools

- The Cisco Networking Academy program of study is a six (6) course CTE program that blends the content and experiences of computer networking and computer science to help students develop a well-rounded and adaptable skill base. The program prepares students for continuing education and careers in computer networking and computer science, as well as those that may require skills in both fields.
- The Computer Science program of study is a three (3) course CTE program that engages students in open-ended problem solving where students study computational practices such as algorithm development, problem solving and programming within the context of problems relevant to their everyday lives. The program includes the completion of two Advanced Placement courses.
- More than 75 teachers, administrators, business partners and state leaders convened at the University of Delaware on Thursday, March 23, 2017 for a daylong conference on computer science education. Pat Yongpradit, chief academic officer for www.CODE.org was the Keynote Speaker.
- The Partner4CS program, initiated at University of Delaware in 2012, leverages partners throughout the state of Delaware to address the goals of CS10K and Computing in the Core.
 These two nationwide programs are increasing participation in computer science among K-12 teachers and students.

CULTURE & DIVERSITY

CULTURE

CULTURAL FIT

he State of Delaware and the Wilmington Region has a great compatible culture with its diversity, collaborative government environment, and community-centric outlook.

COMPATIBLE CULTURE

elaware is positioned to be one of the most diverse states in the nation. These trends emerged in population forecasts commissioned by USA Today, demonstrating that Delaware will be the nation's 14th-most racially and ethnically diverse state by 2060, with New Castle County in the top 6 percent. There are 3.34 million racially diverse people within a 50-miles radius of the Wilmington Region. Our diverse population lends to our overall nature of acceptance, togetherness and collaboration.

Delaware is small but mighty. Our small size is a major advantage that offers businesses easy access to elected officials. Delaware's government agencies work together to create pro-business regulations without red tape. The state ranked first in business friendliness in CNBC's 2013 America's Top States for Business.



COMPATIBLE COMMUNITY ENVIRONMENT

ur cohesive communities cooperate so that everyone can succeed. This collaborative sentiment extends from people to businesses and governing agencies.

Businesses are valued partners in Delaware, and resources are readily available and accessible.



Community Quality of Life

ur Delaware community and eastern shore location provides residents with many options when it comes to daily living, recreational opportunities, housing, and employment.



DAILY LIVING

Wilmington, the largest city in Delaware, offers a mix of city life and countryside tranquility in one picturesque locale. Located less than 30 minutes from Center City Philadelphia, Downtown Wilmington is known for its selection of eateries providing an array of options such as sushi, steakhouse, seafood, multicultural cuisine, and more.

Delaware has a vibrant lifestyle that transitions from the arts and music to recreation and sports. We celebrate the arts with museums, galleries, cultural attractions, the Delaware Symphony Orchestra, and more. Come and enjoy the ARTS in Delaware!

There are more than 100 historical and cultural institutions in Delaware, which provide programming that ranges from Clifford Brown jazz to classical Bach, from Howard Pyle and the Brandywine School to pre-Raphaelite art, and from William Shakespeare to August Wilson. There is an abundance of festivals that reflect the ethnic diversity of the state and the importance of both rural and urban traditions in the lives of Delawareans.

Activities include concerts and events at Live Nation at The Queen, the monthly art loop, Constitution Yards Beer Garden & Ice Skating Rink, and music festivals. Delaware has professional sports teams for baseball, football, basketball, hockey, and soccer, including the Philadelphia Phillies, Eagles, 76ers, Flyers, and Philadelphia Union. The Class-A Carolina League Kansas City Royals affiliate, Wilmington Blue Rocks and the NBA G-League 76ers affiliate, Delaware 87ers also call Delaware home.

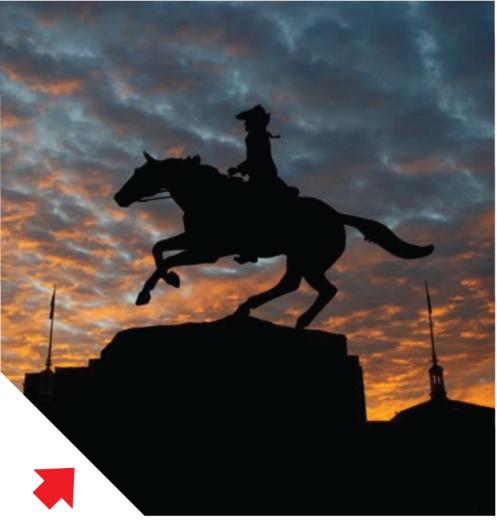
The spirit of Delaware is alive with our renowned distilleries, wineries, and breweries. The beautiful Vintage Atlantic Wine Region spans from the Brandywine Valley in Southeastern Pennsylvania to eastern Maryland, across Delaware and the coast of New Jersey. It has over 50 wineries with both U.S. and international accolades driving visitors every year. Delaware is home of Dogfish Head Craft Brewery, Painted Stave Distilling, and Fordham & Dominion Brewing Company.

Delaware also has no sales tax. Residents can enjoy Christiana Mall, shops in Centreville and













Delaware City, boutiques in Greenville, and vintage shops in Newark, all at a lower cost than other areas that utilize a sales tax.

ADVENTURES IN OUR BACKYARD

Residents and visitors enjoy recreational adventures of varying nature, all within 90 miles of Delaware. Whether you enjoy the great outdoors or a lively dinner theatre show, there's something for everyone.

OUTDOOR ADVENTURES INCLUDE

- Delaware Beaches that offer Endless Discoveries
- GO APE! Zip Line & Tree Top Adventure
- Go tubing down the Brandywine River
- Visit Red Pandas at the Wilmington Zoo, Gorillas at the Philadelphia Zoo, and Dolphins at Baltimore's National Aquarium

There is boating, kayaking, hiking, and horseback riding at Delaware's award winning State Parks, as well as snow skiing or tubing at Shawnee Mountain

or the Poconos. Enjoy biking and hiking on Delaware's Greenway Trail, part of the East Coast Greenway.

The Delaware Symphony Orchestra at the Grand Opera House is one of the best around. There are also Broadway Musicals at The Playhouse and at Delaware Theater Company. Enjoy professional Dinner Theater in historic Arden or try roller skating, bowling, billiards, and more!

DELAWARE OFFERS MANY SPRING FESTIVALS:

- The Mt. Cuba Wildflower Celebration in April where you can witness the magnificent display of native plant species at the exquisite gardens of Mt. Cuba, and learn to garden like a pro with demonstrations from the estate's gardening staff while listening to live music.
- Delaware hosts the Opera Delaware Festival in April. Every year they feature a different theme and in 2018, Opera Delaware is celebrating the 100th anniversary of Puccini's II Trittico that includes Puccini masterpieces as well as Puccini-inspired pieces. The



two-weekend festival features a total of seven acts, which guarantee to please any opera lover.

- Let adventure take you away aboard the Kalmar Nyckel between April and October. Set sail on the historic recreation of Delaware's official Tall Ship, the Kalmar Nyckel. Participate in hauling lines and setting sails with the crew up and down the Christina River. Try a Pirate Sail for the kids and come dressed in your best pirate attire.
- Check out the Winterthur Point-to-Point in May. Ladies, put on your fanciest hat and gentlemen, tie on your favorite bowtie for Delaware's premier steeplechase. Each May, hundreds gather in northern Delaware for a day of elegant tailgates, luxurious picnics and of course, horse racing.
- Delaware also offers the Wilmington Grand Prix in May. Cyclists fly through the streets of downtown Wilmington during the three-day Wilmington Grand Prix, a prestige event ranked in the top five on USA Cycling's national race calendar. Professionals and amateurs pedal side by side through a course that

takes them through the rolling hills of Delaware's Chateau Country and its renowned historical attractions.

The colorful Wilmington Flower Market makes it debut in the month of May, produced by one of the longest-running service organizations in Delaware. Proceeds from the flowers and produce purchased at the Wilmington Flower Market are donated to Delaware's children in need. The Market has supported Delaware's children since its founding in 1921.

THERE ARE MANY SUMMER FESTIVALS:

- Constitution Yards Beer Garden between the months of May and September. Feel like you're at the beach while still in the City of Wilmington by walking barefoot in the sand at Constitution Yards Beer Garden. Gather with friends and sip on some of Delaware's favorite brews and play free lawn games including badminton, bocce ball, and corn hole at the seasonal hot spot.
- Check out Separation Day in Old New Castle in June. Celebrate the anniversary of Delaware's independence from Pennsylvania and the British crown at the landing spot of William Penn and Delaware's first state capital, New Castle. The two-day celebration has everything from a parade to live music, to craft vendors and more
- Join tens of thousands of music enthusiasts in Dover, Delaware at the annual Firefly Music Festival. With more than 100 acts over four days, there's bound to be something for everyone no matter age or music taste.
- DuPont Clifford Brown Jazz Festival is also offered in June. Each June, the life of Delaware's own jazz trumpeter, Clifford Brown, is celebrated in the heart of downtown Wilmington with the sounds of instruments and voices from across the nation.
- For a day of summertime family fun, head to Rockwood Park for the New Castle County Ice Cream Festival. Ice cream isn't the only treat available – more than a dozen food trucks are on site to keep your family fed all day.







AND FALL FESTIVALS:

- Thousands flock to Wilmington every September to view magnificent works of art by more than 250 artists from around the country at the Brandywine Festival of the Arts. The juried competition attracts artists of all mediums from metal work to photography to leather crafting. Live music is performed throughout the weekend event, making it a must see for even the most casual art admirer.
- Offered in September is the Taste of Newark. Few opportunities offer the chance to enjoy samples of the best food from northern Delaware and tastiest beers and wines across the state. The afternoon event is a great chance to discover your new favorite local restaurant or a new top-choice beer.
- Enter a celebration of all things Polish at the annual St. Hedwig Polish Festival in Wilmington. Pair a Polish dinner with Polish beer before participating in the midway rides and dancing to live Polish music.
- Check out the Hagley Car Show in September. You'll see more than 500 antiques and restored cars produced between the early 1900s through the mid-1980s at Hagley's Museum. Hagley's Craft Fair isn't your average craft show it features fine arts from artisans across the Mid-Atlantic working in wood, pottery, jewelry and other media in addition to a gourmet food market.
- Fort Delaware Paranormal Adventure is offered in October. Participate in a paranormal investigation alongside investigators from Diamond State Ghost Investigators at Fort Delaware's Paranormal Adventure. High-tech ghost-detecting gear will be used to detect paranormal activity along the way and if you have your own equipment, feel free to bring it along!

- Stop over to the Vendemmia da Vinci in October. This annual wine festival held at Bellevue State Park revolves around authentic Italian flavors. Eat Italian food, sip Italian wine and beer, sample homemade tomato sauces entered into the competition and try your hand at bocce ball.
- Antiques enthusiasts unite at the Delaware Antique Show. The Show attracts more than 50 of the nation's most distinguished antique dealers of furniture, paintings, rugs, ceramics, jewelry and more. If you're new to antiquing, don't be discouraged; the show is a great learning experience, with dealers and organizers happy to guide your way.
- Join Delaware's innovators, startup founders, and influencers for Delaware Innovation Week. Held every fall, DIW brings together the best and brightest of Delaware's growing innovation economy for engaging discussions on what's happening in the State, and opportunities to come.

DON'T FORGET ABOUT WINTER AND CHRISTMAS:

- A Longwood Christmas will change your mind about winter being a season of horticultural hibernation as you'll admire more than 6,000 seasonal plants among nearly half a million lights. Fountains will dance, holiday music will play, and grandly decorated Christmas trees set a scene to remember. There's a new theme every year and one never disappoints.
- Check out the Yuletide at Winterthur between the months of November and January. Enter the estate of what the early generations of DuPonts called home and celebrate the holidays in the traditional splendor of Christmases past. At Winterthur Museum, Garden & Library, you'll revel in the warmth and beauty of sparkling holiday displays, jazz music and wine tastings.



Before departing, you must admire the majestic tree displays including one of dried flowers and another of royal inspiration.

- Ice Skating at the Riverfront is a must do in Delaware. No need to wait for the pond to freeze when you can head to Wilmington's Riverfront Rink every winter. The rink is open seven days a week with extended hours during school holidays. Bring your own skates or rent a pair at the rink.
- Let your feet take you through a self-guided walking tour of Odessa's 18th and 19th century homes splendidly decorated for the holidays during Christmas in Odessa. After admiring each home on the tour, browse the antique shop or find a freshly made wreath perfect for your front door.

■ Finally celebrate the Holidays at Hagley. You'll step back in time when you enter the DuPont's ancestral home, Hagley, built in 1803. During the holidays, the estate is decorated according to 19th century French tradition and features elaborate decorations including heavily decorated Christmas trees and antique DuPont family heirlooms only displayed around Christmastime.

NEARBY ATTRACTIONS

There are also many annual attractions in nearby Philadelphia, Pennsylvania, such as the New Year's Mummers Celebration in January or the Chinese New Year. Enjoy the Philadelphia Flower Show in March or the Philly Tech Week in May. Check out the PECO Multicultural Series and the Celebration of Black Arts. Finally, the Philadelphia Chinese Lantern Festival is in May and the Philadelphia Pride Day in June.

10 REASONS DELAWARE EXCEEDS ALL OF AMAZON'S SITE CRITERIA

PERFECT MID-ATLANTIC REGION

Delaware is centrally located between New York City, Philadelphia, and Washington, D.C. It's easy to take a day trip to see a Broadway show, visit the museums in the nation's capital, or catch a game with one of the many professional sports teams in the area.



ACCESS TO MASS TRANSIT

Delaware offers multi-modal public transportation options including but not limited to International Airports (PHL, BWI), local airports (ILG), Amtrak passenger rail, Commuter/Regional Rail, public bus system, Greenway biking and hiking trails.



DELAWARE IS FIRST

Delaware is first in incorporations, first in Internet Speed; and first in nurturing a business environment that fosters prosperity with a highly skilled workforce, customized training and accessible public officials who work with industry to maximize productivity and profitability.



BUSINESS FRIENDLY WITH SMALL TOWN CHARM

Many of Delaware's "Main Streets" are award-winning for their cultural and artistic flair, local artisan shops, and accessibility. Delaware has a stable and business friendly environment with responsive leadership and government.



LOW COST OF LIVING

No sales tax and lowest property taxes in the region contribute to Delaware's ranking as the third best state for families. Residents and visitors enjoy tax-free shopping. Delaware has one of the lowest property tax rates in the U.S., allowing for lowest total home ownership cost in the region.



SKILLED PEOPLE LIVE HERE

Delaware's population is highly skilled. 30% of Delawareans have achieved a Bachelor's Degree or higher and U.S. News Report ranks Delaware #1 in 4 year degree graduation rates. There are 89 colleges and universities in the immediate vicinity, including some of the finest business and computer science schools in the country. Hundreds of MBAs are awarded at nearby Wharton, University of Delaware, Temple, St. Joseph's, and more. Further, the mean travel time to work is 25.5 minutes, as reported by the U.S. Census Bureau, keeping our talented labor pool's commute to a minimum.



ACCESS TO EXCELLENT HEALTHCARE

Delaware has the 4th-highest healthcare quality in the U.S., and world-renowned health organizations are located in the State, including Christiana Care Health System and Nemours/Alfred I. duPont Hospital for Children.



SUPERB CULINARY EXPERIENCES

Fresh seafood, ethnic fare, wineries and local craft breweries abound in Delaware.



OUTDOOR ADVENTURES

Top-ranked beaches, county, state and national parks, boats, zip-line and the zoo. Delaware is the third most bicycle-friendly State in the nation. Rehoboth Beach is consistently ranked as one of the top "Happiest Seaside Towns" by Coastal Living magazine.



DIVERSITY IS CELEBRATED

From the Chinese American Community Center to Delaware's active Indian community, from the annual St. Anthony's Italian Festival to the annual Greek Festival Bazaar, Delaware celebrates the diverse cultures that thrive in the State and enrich its residents.



DESTINATION OF THE NATION

DELAWARE IS A MICROCOSM OF THE NATION

elaware has diverse topographical options to meet the needs and lifestyles of its diverse population. Delaware is home to corporate headquarters at our urban center in Wilmington, surrounded by the rolling hills of the Brandywine Valley. In Delaware City, you can find industrial services and refineries. Newark is the quintessential college town. In Middletown, you can find suburban development with easy commuter access. Dover, in the middle of the State, is Delaware's capital and home to Dover Air Force Base, a bustling and integral part of the United States Air Force infrastructure. Farther south, there is rich farmland and a successful agriculture

sector. Continue south past that you will find our breathtaking coastal shorelines that span for miles.

Local and national businesses alike thrive in Delaware with an abundance of amenities. The options of sustainable buildings, open spaces, coffee shops, and farm to table restaurants are woven into the fabric of this great, unique state.

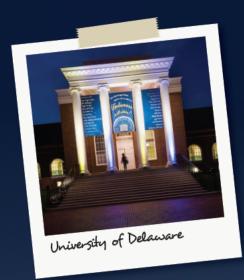
Shopping can be found in all forms, including boutiques, malls and large plazas. People flock from around the region to Delaware's shops for selection and tax-free shopping opportunities.

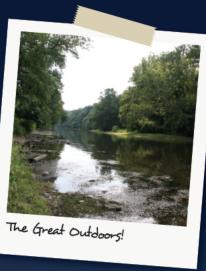


















SITES

CONNECTIONS
TO THE WORLD
HISTORY & DESTINY







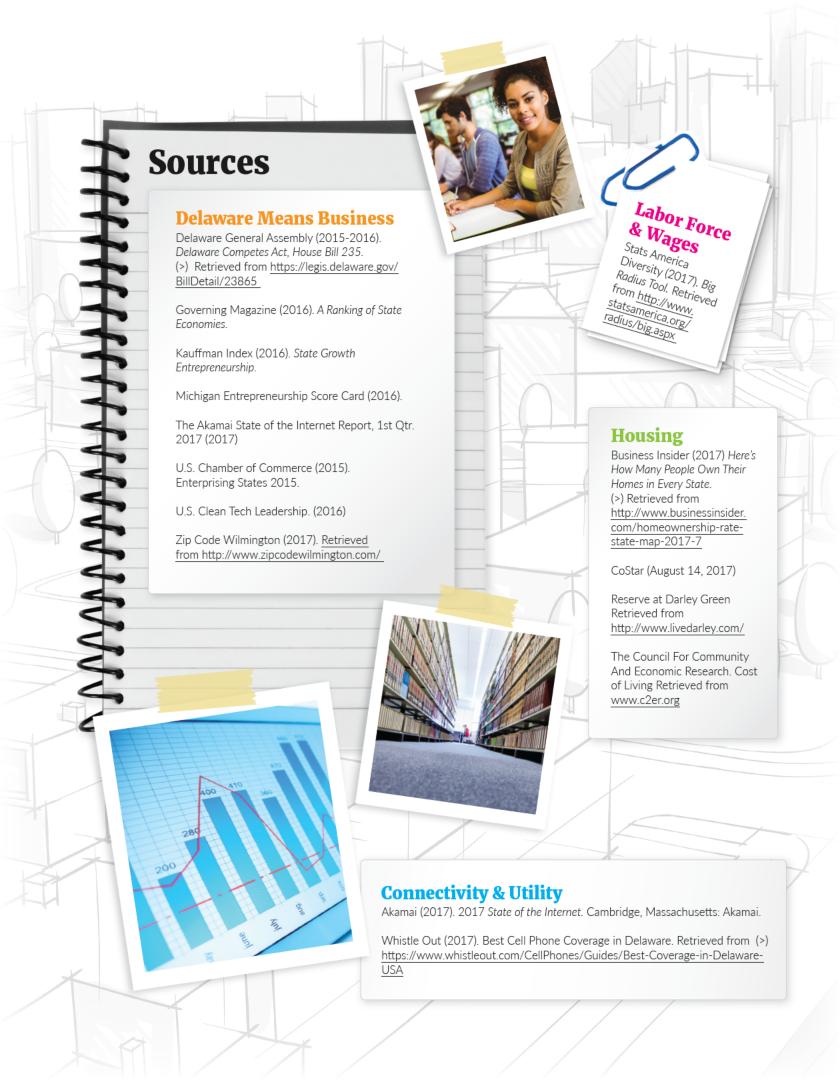
MOBILITY
LOCATION
HOUSING &
RECREATION

CONTACT INFORMATION

CERRON CADE, DIVISION DIRECTOR | DELAWARE DIV. OF SMALL BUSINESS, DEVELOPMENT & TOURISM CERRON.CADE@STATE.DE.US | (302) 672-6809 DIRECT | (302) 983-4621 MOBILE

JOHN RILEY, CEO | DELAWARE PROSPERITY PARTNERSHIP
JSRILEY@DEPROSPERITYPARTNERSHIP.COM | (302) 477-7497 DIRECT | (302) 354-1835 MOBILE





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East Coast Greenway, Connecting People to Place Community

International House Philadelphia, Chinese New Year (January) www.greenway.org http://ihousephilly.org/calendar/lunar-new-year

Philadelphia Flower Show (March) https://theflowershow.com/

Philly Tech Week (May) http://2017.phillytechweek.com/

Visit Philadelphia, Celebration of Black Arts (May) http://www. visitphilly.com/events/philadelphia/celebration-of-black-Arts/

Visit Philadelphia, New Year's Mummers Celebration (January) http://www.visitphilly.com/events/philadelphia/the-mummers-parade/

MISIL FILINGUEIDING, FECO MUNICULUI OF SELIES (MICHAEL)

http://www.visitphilly.com/events/philadelphia/peco-multicultural-Visit Philadelphia, PECO Multicultural Series (May)

Visit Philadelphia, Philadelphia Chinese Lantern Festival (May) series-at-penns-landing/ http://www.visitphilly.com/events/philadelphia/philadelphia-chineselantern-festival-at-franklin-square/

Visit Philadelphia, Philadelphia Pride Day (June) http://www.phillygaypride.org/events/phillypride-parade-and-festival/



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National Center for Education Statistics (NCES)

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Widener University, Delaware Law School http://delawarelaw.widener.edu/

Zip Code Wilmington http://www.zipcodewilmington. com/